EASTERN
WASHINGTON UNIVERSITY

RECRUITMENT REFERENCE MANUAL

Classified, Exempt & Faculty Searches

Updated 02/08/2021

TABLE OF CONTENTS

TABLE OF CONTENTS

APPENDIX LIST

INTRODUCTION

Eastern Washington University (EWU) is guided by our mission and vision which can be found here: https://www.ewu.edu/about/fast-facts/. EWU will achieve its mission, in part, by recruiting and retaining highly accomplished staff and faculty who are strongly committed to the University's mission and student learning. Each person who fulfills any function related to creating and filling positions are responsible to take steps to further the University's goal of identifying and recruiting highly qualified and acceptable staff and faculty, and for ensuring that equal opportunity is afforded to all candidates. This manual will provide the guidelines necessary for fulfilling these responsibilities.

This manual serves as a resource for individuals who have a role in the position creation and/or search process. It outlines the steps to be taken to help fulfill the goals of the university with respect to recruiting and hiring. The intent is to inform as much as possible about the search process, and we encourage you to read the overview section of the manual and refer to the detailed information for additional guidance. This manual is available online in the following location: https://inside.ewu.edu/hr/wp-content/uploads/sites/40/2021/07/Recruitment-Reference-Manual.pdf.

Human Resource Services will assist you during all searches by providing training, responding to questions related to the search process and/or this manual, maintaining the official university record of the recruitment and serving as a resource on other issues that may arise during the search. Please contact your designated Human Resource Services Associate if you have questions or need assistance:

Associate	Assigned Areas	Telephone Number & Email Address
Vara Lyn Conrath	• Athletics • Business & Finance • Diversity, Equity & Inclusion • President • University Advancement	509-359-4300 vconrath@ewu.edu
Saundra Godin	• Academic Administration • College of Health Sciences & Public Health • Graduate Programs • Information Technology • Outreach and Engagement • Student Affairs • Undergraduate Academic Policy and Planning	509-359-4681 sgodin@ewu.edu
Lori Livingstone	• College of Arts, Letters & Education • College of Business • College of Science, Technology, Engineering & Mathematics • College of Social Sciences • Library • University College	509-359-6931 llivingstone@ewu.edu
Caren Lincoln	Oversight for all areas	clincoln@ewu.edu

For information regarding contractual requirements related to recruitment, please refer to the applicable Collective Bargaining Agreements, which can be found on our website at https://inside.ewu.edu/hr/unions-and-contracts/

Recruitment File

Documentation of the search committee's activities, including its consensus in determining interview candidates, is extremely important as it creates a record of why committee members selected specific candidates for interview, and why it turned down other candidates. Complete documentation will save time if it becomes necessary to return to the candidate pool at a later date; moreover, documentation becomes essential in two situations:

1. To help the university respond to candidate inquiries or should any candidate file a complaint about the search process → *We may need to refer to committee notes and other records to validate the actions and decisions taken throughout the interview process*

2. For use when filing for immigration visas, to justify to US Immigration Services, that the international candidate we hired was the best and/or only qualified candidate.

   Documentation must include:

   - Candidate Evaluation Data, including printouts of evaluative criteria entered into our PeopleAdmin applicant tracking system, and/or spreadsheets used as evaluative tools instead of using PeopleAdmin for this purpose, as well as any other printed or electronic evaluative documents produced by the search committee
   - Search committee meeting notes
   - Interview notes
   - Reference checking notes
   - Emails generated by members of the search committee that relate to the search
   - Forms, memos or notes generated by the search committee to support the selection of candidates for campus interviews
   - Any other written or electronic documentation and communications related to the search
   - All copies of candidate materials that were printed out to support the search committee's process of review and consideration

All forms of documentation as described above must be retained throughout the search. When the search is completed it is the responsibility of the search committee chair to collect all of the search documentation as identified and organized in the order specified above, and send it to Human Resources. Recruitment materials should be sent to the responsible Human Resources Associate as soon as possible after the conclusion of the search.

All search documentation will be stored by Human Resources for a minimum of three years as specified in the State Records Retention Schedule.

In keeping with the requirements of Washington State's Records Retention regulations, documentation related to a search must be preserved **in the original format that the record was created**. Examples:

- Evaluative spreadsheets created, transmitted, completed electronically or online, i.e., “digitally.” These records must be preserved in their original digital format. Printed paper copies do not substitute for the original digital copy. Evaluative spreadsheets are required to be submitted to the HR Associate for analysis, and then for use in requesting approval to interview from the approval authorities. As a result, the HR Associates will preserve the evaluative spreadsheets.
- Interview notes and reference call notes completed by search committee members, where the notes are made manually on paper interview/question sheets. These records must be retained in the original paper format, and forwarded to the HR Associate for archiving at the end of the search.
- Search committee meeting notes – these may be created as paper records, or sometimes as digital notes that a committee member types as they participate in the meeting. All such notes, whether paper or digital, must be retained in their original format, and returned to the HR Associate when requested.
- Emails that constitute “discussions” about matters pertaining to a search or the candidates, must be preserved in their electronic format, and forwarded to the HR Associate upon request. Tip for committee members: as a habit, routinely include your HR Associate as a “cc” on these kinds of emails; if you do so, then the HR Associate will retain the email communications which are required to be retained and archived. Note that emails that only address transitory, logistical matters, such as determine when the committee can meet next, do not have to be retained.

Search committees are encouraged to reach out to their HR Associate should questions arise about records that must be retained connected to a recruitment and search process.

STEP 1: REQUEST THE POSITION (Initiation of the Search)

Overview of the process:

Process	Classified, Exempt & Faculty Positions
1.1 Define the position	• Create the job description (or job posting for faculty) • Route to Human Resources for review and allocation if necessary
1.2 Seek advance approval	The level of approval required to recruit and fill positions may change throughout the year, depending on the financial circumstances of the university and/or directions provided by the President and/or the VPs. Protocols for seeking advance approval differ between the divisions of the University, and as a result, are not summarized here.
1.3 Initiate a position requisition by entering the position description into PeopleAdmin to create an "action"	Same process for all positions – classified, exempt and faculty: • If the position does *not* already reside in PeopleAdmin 7, then you will be initiating a new action or position description; ➔ If the position *does* reside in PeopleAdmin 7, then you will initiate a ***Modify Position Description*** action to accomplish any changes, including backfilling vacant positions. • Once the position has been entered, it will be routed electronically through the PeopleAdmin system collecting electronic approvals, with the final stop in the electronic routing being Human Resources. • When all approvals are received, Human Resources will notify you that recruiting will begin, and will then work to post the position on Eastern's applicant website and place external advertising.

1.1 Define the Position

A: All Positions

Review the existing job description (or existing announcement for faculty positions), or create a draft for new positions. Job descriptions must include at least three sections:

- Job summary – a brief description of the primary purposes of the job
- Responsibility/Duties section –
  - ➔ Classified & Exempt: group the responsibilities into clusters of related tasks, and assign an estimated percentage of time to each group (not each task)
  - ➔ Special Faculty: a breakout of responsibilities is *not* needed if the position is exclusively devoted to teaching; however, if the position has any assigned time to perform administrative duties, the percentage for assigned time needs to be clearly indicated including a description of the work to be performed under assigned time.
  - ➔ Tenure Track/Tenured Faculty: a breakout of responsibilities is *not* needed if the position's teaching assignment is 36 credits (80% of a 45-credit workload), with the remaining 20% allocated to research and service. If the latter two responsibilities exceed 20% and/or if the position has assigned time, then this needs to be spelled out and must include a description of the work to be performed.

- Required language for *all* faculty postings, both special faculty and tenure track/tenured:
  1. Additionally, all faculty are expected to actively participate in assessment of student learning and to engage in effective teaching. – *This may be included in the Responsibility/Duty section, or it may be included in the Job Summary section.*
  2. Faculty responsibilities spelled out in the CBA, which must be included in the Responsibility/Duties section for all faculty postings:

     Teaching includes the following additional related responsibilities as defined in the faculty CBA:
     - Meet all scheduled classes
     - Plan, organize and inform students of the course content, texts, readings, assignments, attendance regulations and methods of evaluation including grading scales
     - Schedule and attend office hours
     - Turn in grades according to established deadlines

- Position Qualifications – you may have 3 sub-sections for the position qualifications:
  - ➔ Required qualifications
  - ➔ Preferred qualifications (optional)
  - ➔ Other Skills and Abilities (optional)

  Care should be taken when defining qualifications to avoid the appearance of designing the position to fit exactly one candidate who is known to the hiring manager and/or department.

- ➔ Special notes relating to classified staff position qualifications. The required qualifications **should** be measureable in some manner. Avoid using vague qualifications such as “Superior communication skills” as a required qualification, and instead, consider listing these qualifications in the Other Skills and Abilities section. You may screen candidates for these types of qualifications, but typically screening will occur as part of the interview process and/or during reference checking.

  The rationale for this direction is tied to the fact that classified staff have seniority associated with their employment. In situations where a classified staff member is laid off, they may have layoff rights to “bump” a fellow employee from the same kind of position and claim the position for themselves, if the laid off employee has greater seniority ***and*** meets all of the position required qualifications. As a result, required qualifications for classified staff positions must be measurable, and based on verifiable experiences and skills.

There may be other sections needed for a particular job description, depending on the nature of the position. Discuss with your HR Associate and/or email the job description for allocation confirmation and for any assistance needed in developing the job description.

B: All Positions

Review and update, or prepare an Essential Function Analysis (EFA) – an identification of the essential functions; mental, and physical, performance and health and safety requirements of the position. This information will be used by Environmental Health and Safety (EHS) to determine if the position requires a pre-employment physical, protective equipment, post-employment medical monitoring, or related safety requirements. Environmental Health and Safety will ensure the supervisor and/or department is aware of any positions requiring a pre-placement physical, hearing test, protective equipment, post-employment medical monitoring or related safety requirements. The EFA needs to have all required signatures before EHS will accept the document.

1.2 Seek Advance Approval

A: Classified & Exempt Positions

Receive approval from the appropriate authority (i.e., President, Vice President or Provost) to replace positions, to modify positions, or to create new positions.

B: Faculty Positions

<u>Tenure Track Positions:</u> Follow your Dean’s instructions for submitting a complete request packet for tenure track positions. Typically the request packets are due no later than June 1st of each calendar year; other deadlines may be established by either the Dean or by the Provost. This packet must include information justifying the need for the position by addressing each of the criteria specified below.

Criteria for Allocating Permanent Faculty Positions

1. Enrollment pressures and trends;
2. Programmatic coverage (existing programs);
3. Strategic initiatives for curriculum;
4. Compliance with accreditation standards;
5. Advancement of diversity goals in curriculum;
6. Evidence of diverse pool of candidates;
7. Support for department, college and university goals: (*e.g.*, recruitment, retention, PK-12 teacher preparation, community connections);
8. Flexibility in meeting needs of department and college (*e.g.,* interdisciplinary potential);
9. Cost of position, ability of college to provide funding;
10. Enhancement of opportunities for grants and gifts.

Non-Tenure Track: Follow your Dean's instructions regarding any college requirements to get advance approval to fill non-tenure track positions.

Adjunct Faculty: Approval is only required up to the Dean level. Follow your Dean's instructions for procedures relating to filling adjunct faculty positions. Adjunct faculty recruitment is handled at the Dean and/or department level, although the HR Associate may assist with ad placement limited to the Spokesman Review.

1.3 Initiate the Position Requisition ("Action") within PeopleAdmin

A: All Position Types – Classified, Exempt & Faculty

The same process is followed for all types of positions to initiate an action within PeopleAdmin. Step-by-step PeopleAdmin User Guides are available, and may be downloaded here: https://inside.ewu.edu/hr/supervisor-tools/. Scroll down and look for The Hiring Process section which includes links to individual PeopleAdmin Guides.

➔ *Remember: if the position you need to fill already exists in PeopleAdmin 7, you will use the function "Modify Position Action" to initiate the process to fill a vacancy.*

Prior to beginning an action, you will need several documents available for use when completing the action:

- Position description – including a position summary, list of duties (with percentages), and qualifications; you will be able to cut-and-paste from the position description into PeopleAdmin
- Essential Functions Analysis form – you will need to scan the approved document with all applicable signatures so that it can be attached; if your department doesn't have a scanner, contact Human Resources for assistance
- Performance expectations document – must be attached to the action for all classified positions

  Note: you do not need to pre-define the *Evaluative Criteria* for the position since these will be tied to the required and preferred qualifications. Furthermore, your HR Associate will create the evaluative criteria for all searches.

Fields to be Completed within the PeopleAdmin Action:

The PeopleAdmin action is divided into sections which appear as separate blue tabs within the system. Each section or tab requires entry of specific information as summarized below:

- Proposed Classification – select the appropriate classification for the position
  - ➔ Contact your Human Resources Associate if you cannot find the appropriate classification
- Position Details– you can cut-and-paste from an existing Word job description; this section includes all job details except the duties which are entered in a separate section:

  - ➔ EWU Position Number – required! If a new position, enter *New Position. Do not add other data to this field.*
  - ➔ CUPA Code – required! If you cannot find an appropriate CUPA code for an administrative or classified position, select "No Match" as the answer. You may ***not*** select "No Match" for faculty positions; if there isn't a CUPA code for a specific faculty position, contact the appropriate HR Associate to update the list of CUPA codes in PeopleAdmin.
  - ➔ Job Summary – should be written in the format of an advertisement. The goal is to write an appealing job summary that will motivate potential applicants to go ahead and apply. Summary information must include an overview of key responsibilities and information about screening and closing dates. Additional helpful information to consider including:
    - Information about the Department
    - Information designed to address an applicant's question, "Why Eastern?"
    - Statement about salary being competitive and generous benefits are included
    - Other information that is important for the applicants' consideration, but which will not be included elsewhere in the job description and subsequent posting.
  - ➔ Conditions of Employment: this field is required to be completed. Depending on the type of position, it will at a minimum include specific text as noted below:
    - All positions:
      This position, during the course of university employment will be involved in the receipt of, or accountability for, university funds or other items of value, as well as the unsupervised access with the developmentally disabled, vulnerable adults or children under the age of 16. The offer of employment is contingent upon successful completion and passing of a background check **prior** to beginning employment.
    - Classified: *This position is covered by the Washington Federation of State Employees' Collective Bargaining Agreement.*
    - Represented Exempt: *This position is part of the Public School Employees bargaining unit.*

    Conditions of employment that must be listed in this field include anything that is "not typical" for the average position. Examples of the kinds of details that must be spelled out in this field are listed below. Your position may have other conditions that must be spelled out; consult with your Human Resources Associate as necessary.

- *Position requires use of a personal vehicle when performing job duties; proof of insurance and a valid driver's license are required for this position; mileage for use of personal vehicle for completion of job duties will be reimbursed at the approved state rates.*
- *This position requires current licensure as a Mental Health Professional, or must be license eligible; license must be obtained no later than xxxxxxx*
- Unusual work locations or multiple work locations; examples:
    - *Position teaches on both the Cheney and Riverpoint Campuses.*
    - *Position works in EWU offices located in Coeur d'Alene, ID.*
    - *Position works from a home office; EWU will provide university laptop, internet connection, and other office equipment needed for performance of job duties.*
- *Opportunities for summer teaching, although not required, may be available.*
- *Position includes extensive field work in order to complete job duties.*
- *Position requires bi-monthly travel from primary work location in Bellevue, WA, to Eastern's main campus in Cheney, WA*
- *The successful candidate must be able to occasionally lift and carry up to 50 pounds.*
- *This position requires the ability to stand and/or walk for up to 4 hours without a break*
- *This is a 100% project position funded under a grant contract. Continuation of this project position is contingent on availability of contract funding.* (Note that this language is mandatory for project classified staff positions.)

➔ Physical Demands: this field is required to be completed. Depending on the type of position, it will at a minimum include specific text as noted below:

> Essential Functions Analysis forms ("EFA") describe the physical and mental demands associated with our positions. You may access this document at the link provided below: EFA for the XXXXX Position

…where "XXXXX" represents the title of the position. Your HR Associate will insert the needed URL link for the phrase, "EFA for the XXXXX Position."

- Funding – enter the index codes
- Proposed Job duties – you can cut-and-paste from an existing job description; however, you must include percentages of time estimates associated with groups of tasks and identify whether the duty is an essential function
- External advertising sources need to be identified and an index number entered for billing purposes.
- Search committee chair and members are identified; if not known at the time the position is being entered, type in TBD. Advise the HR Associate when the search committee members have been identified, so these fields can be updated when the information becomes available.
- Position Documentation – depending on the position – examples of needed documentation: Essential Function Analysis, Performance Expectations, Job Description, Approvals, etc.
- Requisition Form – enter details related to the job posting; see the next section for information on specifying an appropriate application screening date and advertising

Further instructions for completing sections outlined above and the approval routing are included in the PeopleAdmin User Guides.

B. Screening Dates – Options and Consequences

There are multiple options for how to indicate when screening of candidate applications will begin and when screening will end. This information is entered towards the bottom of the Position Details page, under the sub-header Requisition Form, within the PeopleAdmin job description ("action"). Each option and its consequences are described below:

Option	**Consequences**
Screening will begin mm/dd/yyyy – • Specific Screening and/or Closing Date is specified	Committees may not review applications until after the specified screening date and/or closing date has passed <u>and</u> AA/EO has certified the candidate pool.
Open until Further Notice – • No end date is specified; three days' notice must be provided to close recruitment.	All applications received throughout the entire process, up until the position is closed (including applications submitted during the required three days' notice period) ***must*** be review by the committee. Typically, applications are reviewed by the ***full*** committee as they come in (following AA/EO certification of the original pool and any subsequent applications). However, once candidates are approved for campus interviews, any additional applications may be reviewed by a subset of the full committee or just by the Search Chair to determine whether or not full committee review is in order (due to qualifications of the candidate that may equal or exceed the qualifications of the candidates already invited to campus). Please note: there is no such thing as a late application with this option unless the application comes in ***after*** the three-day notice period.

C. Advertising Sources

Desired advertising media will be listed within PeopleAdmin. The use of multiple forms of advertising, such as listservs, professional journals, websites and personal contacts is strongly recommended. All positions must be posted on the WorkSource website. Advertising should include targeted recruitment sources for underutilized groups at the university. It is the responsibility of the university through the department in consultation with Human Resources and AA/EO to publicize the position in a way that will help to enrich the pool of qualified diverse candidates. AA/EO will provide utilization information, for each recruitment, in order to best identify additional recruitment sources.

To help ensure the university attracts diverse and qualified pools of candidates for each of our recruitments, the university has purchased unlimited advertising subscriptions for all of the websites listed below. As a result, all of these websites should be selected for every recruitment, unless the position has been approved for an internal only search.

- Asians in Higher Education
- Blacks in Higher Education
- Disable in Higher Education
- Diverse Education
- HBCU Connect
- HERC – Higher Education Recruitment Consortium
- Higheredjobs.com to include their Affirmative Action Mailing
- Hispanics in Higher Education
- Indeed
- Insidehighered.com
- LGBT in Higher Education
- Native Americans in Higher Education
- Veterans in Higher Education
- Women in Higher Education
- Worksource Washington

Other sites and resources may be added to this list, but any related costs must be paid for by the department. Example of other advertising sites to considered, if requested and paid for by the department:

- Local and regional newspapers – print or online
- Relevant professional and association publications
- Relevant listservs
- Chronicle of Higher Education ("Chronicle Vitae") – *expensive, over $400 for an online job posting*

The search committee may assist in recruiting candidates beyond our job postings. This is discussed on page 16, Role of the Search Committee.

D. Tenure Track Faculty Positions: Flow of Requests from Department to Dean's Office to Provost

The flow of Position Requests for tenure track positions will continue to follow existing university practice, but is described below for the benefit of new Department Chairs and Search Committees. Each Dean advises his/her Department Chairs as to College deadlines for submitting Position Requests and information addressing the 10 justification points listed above (Section 1.2.C: Criteria for Allocation Permanent Faculty Positions), as well as any other information requested or required by the Dean.

The Deans prioritize their Departments' requests for positions, and present their prioritized package of requests to the Provost not later than July 1st (unless another date is specified). Consideration of the Deans' requests takes place during the summer while the university waits for budget finalization.

The Provost notifies both the Deans and Human Resources when positions have been approved by all necessary parties (Provost, President, and Budget). Preparation of draft advertising takes place upon notification that the position has been approved.

STEP 2: RECRUITING PHASE

2.1 Roles and Responsibilities in the Recruiting Process

A. Human Resources

Human Resources reviews and approves the position requests created by departments, creates the job posting on Eastern's website once the position is approved for recruiting, verifies placement of the requested advertising, and maintains both paper and electronic files for retention of all recruiting records (paper records are retained in their original paper format; electronic records are retained in their original electronic or digital format). Departments may assist with some advertising or posting activity, such as when discounted pricing is available stemming from an employee's membership in an organization, or posting to a restricted listserv, etc. For any advertising placed by departments, the ads must be reviewed and approved by your Human Resources Associate; records of the advertising placed by persons outside of Human Resources must be promptly forwarded to the relevant HR Associate. Your HR Associate monitors the flow of applications, assists candidates as necessary, and requests certification of the candidate pool when the posted screen date arrives, and provides all other assistance as needed to the committee and other parties affiliated with the search and the hiring decision, throughout the recruitment process.

B. AA/EO

AA/EO reviews and approves the qualifications defined for the position as well as the advertising plan, to ensure the qualifications do not create artificial barriers to protected group members, and certifies the candidate pool and the initial interview pool.

C. Dean's Office (Faculty Positions)

The Dean will establish specific guidelines and expectations for departments to follow with regard to faculty searches.

D. Role of the Search Committee

Your service as a search committee member is essential for two reasons: to ensure the effective completion of the search leading to the hire of a highly qualified candidate, and to ensure that all candidates are afforded equal opportunity during the recruiting and consideration processes.

This manual serves as a resource for department supervisors, managers, and the search committees. It outlines the steps that should be taken to help fulfill the goals of the university with respect to recruiting and hiring. The intent is to inform search committees as much as possible about the search process, and we encourage members to read this manual.

The University encourages each search committee member to be ***actively engaged*** in the recruiting process in order to ensure the most qualified and most diverse pool of candidates possible.

Opportunities for committee participation include the following:

- Contact colleagues at other organizations and colleges or universities where relevant programs operate and/or graduate qualified candidates. Send a copy of a recruitment bulletin and ask your colleague to post and/or circulate the advertisement (your HR Associate can assist by preparing a recruitment bulletin for you).

- Contact colleagues who you believe might be interested in the position, and send them a copy of the recruitment bulletin.

- Contact colleagues and ask if they could recommend potential candidates (i.e., you are not asking for a written recommendation, only for names of potential candidates). Then follow-up with the potential candidates, letting them know who referred their name, and send them a copy of the recruitment bulletin.

- Announce the position at professional association meetings and conferences.

2.2 Preparing the Draft Advertisement

A. All Positions:

Draft advertisements prepared by departments (or other entities outside of Human Resources) should be reviewed and approved as directed by your organizational unit. Once approved, this becomes the basis for the Job Summary section in PeopleAdmin, which will subsequently be posted on Eastern's website and on the various websites used for advertising. Your Human Resources Associate will edit the "advertisement" (i.e., the Job Summary section) if necessary to ensure inclusion of mandatory language.

If another office is providing financial support for advertising beyond the pre-paid advertising sources, then that office must provide the relevant budget index number to the department and Human Resources, along with the funding level available, prior to placing the advertising.

The budget index number to be used for advertising must be entered into PeopleAdmin position request towards the bottom of the Requisition section, into the field for "Index Number for Recruitment Advertising."

B. Classified & Exempt Positions:

Advertising for most classified and exempt positions will be created for you by your Human Resources Associate. If you have specific ideas or requests as to the content of the advertising, please contact your Human Resources Associate.

C. Faculty Positions:

The Dean's Office will advise whether advertising is to be prepared at the Department level or by the Dean's Office. The Department Chair may consult with department faculty to gain their feedback as to their expectations for the position qualifications and other details included in the advertising. In any case, the draft advertisement must accurately reflect the position information and qualifications approved by the Dean and Provost. Substantial revisions to a position's definition require review by Human Resources to determine whether or not the revised position must be re-submitted for approval by the Provost and/or other parties. Additionally, please note the following:

<u>Adjunct Faculty Searches:</u> The Dean's Office will specify requirements for preparing and placing advertising for adjunct faculty positions. This advertising is handled by the department or by the Dean's office. The HR Associate may assist with placing advertising in the Spokesman Review, and may also post the adjunct positions on EWU's jobs site, as long as such advertising and postings clearly direct interested applicants to submit their application materials directly to the department. In other words, we will not accept applications for adjunct positions through the PeopleAdmin system.

D. Required Text for Posting

There are multiple required topical areas that must be addressed within position advertising relating to diversity, background check, special accommodations, and how to contact us. Grant and contract funded positions must include a statement reflecting the position's grant funding status and next renewal date. Classified positions and Represented Exempt positions must also include a statement relating to the union status of our positions. If applicable, classified staff positions must be labeled as a "Project Position" in several fields of the position request:

- At the end of the Working Title field
- Conditions of Employment
- Project Description
- Project Duration

Please note: If a classified staff project position is *not* labeled as such in the job posting <u>and</u> in the classified hiring letter, then the employee may not be treated as a project employee. This means, that if the position and employment is ended (i.e., a layoff), then the employee will have the same layoff rights as regular, non-project employees.

Optionally, you may wish to include general information about the university and unique features of the position or department that serve to make the position more attractive to candidates.

Specifics about required language that must be included in job postings begins on the next page.

1. **Diversity:**

All advertisements are required to include text stipulating (a) a diversity qualification <u>and</u> (b) a statement reflecting the university's diversity commitment.

(a) <u>Options for a Diversity Qualification</u>

Candidate must demonstrate interest, ability and/or experience promoting cultural competency, universal accessibility and/or diversity.

Demonstrated ability to apply a culturally responsive and flexible approach that is supportive to the diverse needs, including universal accessibility, of our students, faculty, staff, and the public.

A frequent question about the diversity qualification is this: *"How can we tell from reading the application materials whether a candidate meets the diversity qualification?"* Information related to the diversity qualification will not typically appear on a candidate's resume. Instead, the candidate will be directed (as part of the Special Instructions to Candidates within the job posting) to describe how they meet each of the required qualifications within their cover letter. Since the diversity qualification is listed as a required qualification, then you can look for their response in their cover letter.

However, if candidates do not adequately explain how they meet the diversity qualification in their cover letter, you may *not* screen them out as "disqualified" based on this required qualification. Instead, an assessment of candidate's experience and abilities in this area is best conducted as part of the interview. Moreover, you are required to include at least one question that is "diversity themed" that will help you assess the candidates' experience and abilities in this area. Contact your HR Associate if you need suggestions for appropriate questions.

The AA/EO office will review the job description (the "action" in PeopleAdmin) to make sure that a diversity qualification is included as a required qualification.

(b) <u>Diversity Commitment Statement</u>

The EWU Diversity Statement is standardized text that auto-populates in every job posting:

> Eastern Washington University is committed to increasing the diversity of its faculty, staff, students, and academic program offerings and to strengthening sensitivity to diversity throughout the institution. Eastern Washington University is an affirmative action/equal opportunity employer, and applications from members of historically underrepresented groups are especially encouraged.

As a result, there is no requirement that job postings will include any additional diversity commitment statement.

2. Notice regarding special accommodations

This notice is found at the top of the EWU Employment Opportunities page for applicants:

> **Need Accommodation to Apply?** In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), if you have a disability and would like to request an accommodation in order to apply for a position with Eastern Washington University, please call (509) 359-2381 or e-mail hr@ewu.edu.

The statement does not need to be included in our posting or advertising.

3. Contact information:

Candidates will be directed to contact the responsible HR Associate via email or telephone; for faculty searches, the job posting may also provide contact information for a designated person within the department (such as a supervisor, manager, department chair, or search committee chair).

4. Grant or Contract Funding:

If the position is wholly or partially grant or contract funded, or if funded for a limited duration of time, the advertising must state this; examples:

> *This position is ___% funded under a grant which renews each year on July 1st.*
>
> *This position is funded under multiple overlapping contracts with varying contract end dates. Contracts typically renew on an annual basis.*
>
> *This position is funded with one-time dollars and is budgeted through 6/30/20xx.*

5. Classified Positions – Project Position Status:

If the position is a project position, the advertising must clearly state that and include language referencing the nature of the project and the duration of the project (must be at least six months plus one day) in the fields for Project Description and Project Duration:

> *This is a 100% grant funded **project position** that supports the federal ABC Grant. This grant is subject to renewal every five years; the next renewal date is 7/1/2013.*
>
> *This is a **project position** created to provide support to a project involving __________________. The project is budget through 6/30/20xx.*

Additionally, the working title for the position must indicate that the position is project.

The Conditions of Employment field must also include a reference to the project nature of the position.

6. **All Positions – Safety Requirements:**

   The Environmental Health and Safety Office will review the information provided in the Essential Function Analysis, along with the duties of the position, and ascertain the following:

   - Will this position require a pre-placement physical?
   - Will this position require a hearing test?
   - Will this position require protective equipment (i.e., hearing protection, safety shoes, respirator)?
   - Will the successful candidate be required to have post-employment medical monitoring?
   - Are there other tasks within the position that need special consideration (i.e., exposure to blood borne pathogens requiring hepatitis shot series)?

   If Environmental Health and Safety determines that a pre-placement physical and/or post-employment medical monitoring will be required, they will notify the supervisor of the requirement.

7. **Basic information about Eastern Washington University:**

   Information about EWU is auto-populated in our job postings in the "About Eastern Washington University" field. As a result, it is not required to add any other general EWU information to a job positing. Departments may wish to add additional information about EWU, the applicable college or department, but this is optional.

8. **Optional – extra information about the position designed to attract candidates:**

   This optional text, if included, should answer a key candidate question: ***"Why should I be interested in this position?"*** This text will vary extensively depending on departmental preferences and the nature of the position. Here are just a few examples:

   > *The candidate selected for this position will be rewarded with competitive compensation and a comprehensive benefits package which includes highly subsidized health/dental plans, retirement plan with 100% university match, generous paid vacation and sick leave, 10 paid holidays tuition waiver benefit and more!*
   >
   > *You will join a high-functioning team dedicated to ________________________.*
   >
   > *This position supports a program with a track record of successful grant renewals for over 15 years. The program provides critical services to ______________________.*
   >
   > *This is a position you can take pride in because ______________________.*

2.3 Candidates' Application Process

All candidates must submit their cover letters, resumes (or CV's for faculty positions), and any other required documentation through Eastern's online jobs portal, PeopleAdmin. Departments may **not** accept applications through mail, email, personal receipt, or through any other means. If candidates bypass the PeopleAdmin jobs portal, and submit their application materials directly to the department, you are required to forward those materials to your Human Resources Associate. Your Human Resources Associate will contact the candidate and advise him/her about our application process and expectation for online application submission.

Note that some candidates may not be able to successfully apply through the jobs portal due to a need for accommodation, being located in another country or area of the US with limited or no wifi access, or other reasons. Candidate inquiries of this nature must be forwarded to the Human Resources Associate who will provide the appropriate needed candidate assistance. Candidates who require an accommodation involving their method of application, or whose application materials are submitted through alternative sources, must be reviewed and considered. Your Human Resources Associate will guide you if this situation occurs.

The PeopleAdmin process for candidates involves uploading documents and entering personal data that is briefly outlined below. If any candidate contacts the department to express questions or difficulty with the PeopleAdmin application system, please refer those candidates to your Human Resources Associate for assistance.

- Attach a letter of interest that addresses ***how*** the candidate meets the qualifications.
- Attach a resume (or curriculum vitae for faculty candidates).
- Complete an online application (for exempt and faculty positions, the application is called "Profile"). The application form provides us with basic information about the candidate to include voluntary demographic information.
- Include a list of professional references as part of the online application.
- Attach other documentation as determined by the department, which may include the following:
    - Letters of reference (requires discussion with Human Resources)
    - College transcripts (requires discussion with Human Resources; must stipulate that unofficial copies will be accepted)
    - Experience with or knowledge of specific equipment and/or software
    - Other items if relevant to the position
    - For faculty positions:
        - Statement of teaching philosophy, or other essays reflecting the candidate's perspective on an area relevant to the position
        - Evidence of teaching which may include student evaluations
        - Evidence and/or description of research focus and/or a sample of research articles
        - Portfolio with examples of creative works

- Provide demographic information (optional for the candidate)
- Attach a DD214 form (related to veteran's status, optional for the candidate)
- Applicant Certification Form (required for **all** applicants) – Pursuant to RCW 28B.112.080, applicants for employment at any Washington State institution of higher education, are required to provide a signed statement verifying information about their history of prior sexual misconduct and providing authorization for current and previous employers to disclose relevant records to Eastern Washington University.

2.4 Acknowledging receipt of the Candidate's Application

The PeopleAdmin system sends out an automated message to each candidate confirming their application is complete, and provides the candidate with an application number. The text of the automated message can be customized for the individual search, but typically includes information about when the screening will begin. This automated messaging completely eliminates the need for departments to send out candidate acknowledgement letters.

STEP 3: CERTIFICATION OF THE CANDIDATE POOL

Search committees may not begin screening candidates until after the pool is certified by AA/EO; requests for certification of candidate pools is initiated by Human Resources.

Human Resources monitors the recruiting timeline; then, on or shortly before the screening date arrives, Human Resources notifies AA/EO to review the pool. AA/EO reviews candidates' demographic data within PeopleAdmin, and confirms back to Human Resources when the pool is approved, or whether additional recruiting must take place. Human Resources updates the candidate status in PeopleAdmin and notifies the relevant parties, once AA/EO has certified the candidate pool, that the committee may begin its review of the candidate materials. Your Human Resources Associate will notify you of any additional requirements.

STEP 4: PRE-SCREENING CANDIDATES (Optional Process)

Pre-screening of candidates may be accomplished by use of the online Posting Specific Questions feature within the PeopleAdmin system. When requested, Human Resources will develop one or more PeopleAdmin Posting Specific Questions related to the qualifications or other details associated with the position.

Candidates who self-identify that they do not meet required qualifications by the way they respond to the online screening questions will be notified by an automatic email sent by the PeopleAdmin system, that they do not meet the qualifications for the position. These candidates are not forwarded through the PeopleAdmin system for Search Committee review. Human Resources will respond to any such candidates who make contact to contest this automated screening to review the candidate's qualifications. In cases where Human Resources confirms that the candidate does meet the defined required qualifications, Human Resources will update the candidate's status in the system so that the Search Committee will be able to review the candidate and his/her application materials.

Please note that the use of online screening questions does not substitute for the expectation that the search committee will thoroughly evaluate the candidates on all defined qualifications, required and preferred. The benefit of the online screening questions is that it screens out honest applicants who self-identify that they do not meet one or more of the qualifications. However, some applicants will respond to online screening questions in a way that is not an accurate reflection of their education and experience. Therefore, online screening questions must not be relied upon as the sole source for identifying qualified applicants.

Posting Specific Questions can be used for other matters beyond assessing candidates regarding whether or not they meet the position qualifications. Examples include:

- For situations where we're filling multiple positions with different work locations, an online question can be used to ask what location the candidate is interested in.
- To ask questions about non-standard work schedules.
- To ask questions about the conditions of employment, either to verify their understanding or that they accept or can meet the conditions of employment.
- To ask questions about required or preferred certifications or special licensing.

When a department head is interested in the online screening questions feature, your Human Resources Associate may assist by drafting the online questions for department head review (with or without scoring and/or disqualification questions, according to the preference of the department head).

STEP 5: CONVENING THE SEARCH COMMITTEE

5.1 Appointment or Election of the Search Committee and Its Chair

A. Classified and Exempt Positions:

The department supervisor or unit manager or Search Chair determines the membership of the search committee. For positions below the Director level, the recommended size of the committee is at least three people but not more than five. This is not a rule or policy, but reflects the reality that larger search committees are more difficult to schedule when attempting to schedule committee meetings and interviews. Faculty will participate in the selection process for academic administrative personnel; example: searches for department chairs and Deans must include faculty on the committee. All search committees should include, whenever possible, diversity among its members, both gender and ethnic diversity.

B. Faculty Positions:

As stated in the faculty CBA (Section 3.4 Faculty Recruitment), search committees made up of departmental, library and unit faculty members, and the department chair provides the recommendations regarding faculty candidates to the dean through the selection process described in the individual department and college/library P&P.

All search committees should include, whenever possible, diversity among its members, both gender and ethnic diversity.

Lastly, department chairs will not typically be appointed to serve on a search committee for faculty searches within the department. This preserves the potential role of the department chair to assist in resolving ties in a committee's selection of candidates for interview (this is an infrequent occurrence). Some small departments will require department chair participation as an active search committee member, to ensure the necessary expertise required for a fair and complete evaluation of the candidates.

5.2 Calling of First Meeting

The search committee chair convenes the first meeting of the search committee. The initial search committee meeting must include the responsible Human Resources Associate who provides training to the search committee on the university's processes and expectations for conducting a fair and ethical search. The initial meeting may include persons who participate in the hiring decision (at their discretion) to provide their expectations for the search process.

All members of the committee* are expected to participate in search committee training conducted by Human Resources, which must be completed prior to any screening of the candidates. Members may attend via teleconference and/or Zoom or similar technologies as necessary; in other instances, training may be provided through other means. Other members of the department play no role in search committee meetings, and do not participate in the initial screening of candidates.

> ***Exception:** The PeopleAdmin system records which faculty and staff have been previously identified to serve on search committees. The Human Resources Associate may excuse individual search committee members from participating in additional committee training, if the member(s) have attended training within the past 12 months.
>
> However, even when some or all of the search committee members have attended training in less than 12 months, the Human Resources Associate may require the committee members to attend training especially when there are special circumstances associated with the newest search, or there have been changes in the search process, or for other reasons.

At its initial meeting, the search committee:

- Will sign a confidentiality statement, and provide that to the HR Associate;
- Reviews the committee's responsibility and authority;
- Reviews the extent to which hiring manager(s) wish to be involved;
- Reviews the expectations of the hiring manager(s);
- Discusses the timeline for the search;
- Establishes a schedule for future meetings;
- Receives training and information from Human Resources on multiple topics, including
    - Affirmative action/equal opportunity concerns,
    - Bias
    - Importance of consistency
    - Confidentiality

- Handling internal applicants
- Preserving public records
- Guidelines leading to a successful search
- Steps of the search process
- Use of the online applicant system
- …as well as other topics related to conducting a fair and ethical search.

5.3 Role of the Search Committee Chair

Following is a list of duties of the search committee chair (with assistance from the manager or Department Chair and/or department staff). Although some of the tasks may, at the chair's discretion, be delegated to other members of the committee, the chair is responsible for ensuring that each is performed:

- Establishing a timely schedule for meetings and all other search activities;
- Communicate with the HR Associate when the recruitment should be closed, if there was no pre-set closing date
- Notify the HR Associate when specific search activities are completed, including:
  - Candidate evaluations are completed
  - Interviews have been completed
  - Reference calls have been completed
- Work with the committee to develop preliminary interview questions based upon the qualifications cited in the position announcement; send the draft list of questions to the designated HR Associate for review and approval
- (Optional) Confirming candidates' continuing interest prior to scheduling interviews;
- Scheduling interviews with the selected candidates;
- Verifying the desired level of involvement of the department head and higher level managers during the finalist interviews
- Ensuring reference checks are conducted;
- Attending to the logistics of the interview, such as arranging for housing, transportation, special needs, for in-person interviews.
- Updating candidate evaluative data within the system as specified by the HR Associate

5.4 Ground Rules for a Search Committee

A search committee needs ground rules and they need to be established right at the start. Ground rules for a search committee should include, at a minimum, agreed-upon standards for:

- **Attendance and Professionalism**

  All search committee members are expected to attend all meetings and to fulfill their responsibilities in a professional manner. Meetings of the search committee should be set up at the start, and members should be expected to attend all meetings to ensure continuity and to avoid rehashing material.

- **Communication**

  All inquiries and requests from candidates should be referred to the designated Human Resources Associate; in this way, candidates will receive consistent information about the search progress. The search chair and/or designee will be responsible for contacting the candidates to set up the interviews. Determine how committee members will communicate with each other, the campus community, and with other necessary parties.

  Note: do not use email to discuss the merits/demerits of the candidates! Discussions of candidates, and who offers strengths versus weaknesses, should be confined to meetings.

- **Confidentiality**

  The expectation of confidentiality of candidates for all positions is required. All application materials, deliberations, proceedings and written assessments are confidential during the search process. Even the ***names*** of the candidates are considered confidential information.

  Candidate application materials are highly protected documents under state law, and may not be disseminated to any party outside of the search committee prior to the campus interview phase. Once finalists are selected for campus interviews, it may be appropriate to share printed copies of the candidates' resumes (or CV's for faculty candidates), subject to the following limitations:

  - Shared materials must be limited to the finalists;
  - Recipients of the shared materials must be limited to persons within the "chain of command;" that is, persons who lie within the decision making line of authority for filling the position.

    There are only two exceptions to this requirement:

    - The CV for finalists for faculty positions may be shared with other faculty members of the department, since the department faculty will typically vote as to the suitability of the finalist candidates. Faculty may not have access to any of the other candidates' materials who are not identified as a finalist – ***no exceptions!!***
    - CVs/Resumes for Executive level positions may be posted on a public Eastern webpage to allow broad based access to the candidates' background information during the campus interview phase, but subject to the following two conditions: The candidate has given permission for his/her CV to be posted; **and** the candidate's personal information redacted from the posted copy.

  All printed copies of candidate resumes or CV's must be returned to Human Resources after the search has concluded.

  A more complete statement of the university's expectations for confidentiality with regard to search can be found in Appendix B.

- **Conflict of interest**

  University policy 901-05 Nepotism, section 1.1, states: "University employees shall not have supervisory authority over a family member and shall not initiate or participate in institutional decisions in which a family member has a direct beneficial or financial interest (such as appointment, retention, promotion, salary, leave of absence, award of a contract.)."

It is not uncommon for committee members to know one or more of the candidates. It is less common, but does occur upon occasion, that a candidate will be related to a search committee member. Search committee members are expected to notify Human Resources of potential conflict of interest situations involving family or other relationships between the committee member(s) and any candidate.

Human Resources will provide the necessary guidance as to whether or not the committee member can continue in the search process, or whether any modifications are needed (for example: the committee member may participate in the search process, but will not engage in committee discussions pertaining to a specific candidate).

5.5 Equal Opportunity and Affirmative Action

The mission of Eastern's Office of Equal Opportunity, Affirmative Action & ADA Compliance is to promote an environment that is free of discrimination, sexual harassment, and retaliation. Eastern Washington University is committed to equal opportunity, fair treatment, and taking affirmative action to increase the number of students and employees from historically underrepresented groups. The Office serves as a resource to faculty, staff, and students on a wide variety of equal opportunity, affirmative action, and diversity-related issues.

All actions related to recruitment will be in accordance with EWU policies, equal employment laws, and EWU procedures. It is the role of the Office of Equal Opportunity, Affirmative Action & ADA Compliance to ensure a fair and equitable search process. To do this, the responsibilities of this Office include, but are not limited to:

- Reviewing position descriptions before posting to limit unnecessary qualification barriers for potential applicants
- Reviewing position descriptions to ensure they contain language that shows commitment to diversity and inclusion, including universal accessibility.
- Ensure the position is advertised on available diverse sources to increase the accessibility to all populations and increase the diversity in applicant pools.
- Ensure the Human Resources Associates are conversant with regard to equal employment laws, policies, and procedures, as well as explicit and implicit bias and the effects of each on all actions related to recruitment, so as to be able to provide effective training to search committees.

The Search Committee must conduct a thorough job in its recruiting efforts and processes to support the diversity of the candidate pool and select the best qualified candidate for a position in accordance with equal employment laws, policies, and procedures. The recruitment and hiring process must not discriminate, preclude or have an adverse effect on any protected group by ensuring that there are no inappropriate or unlawful criteria used in the interview and selection process.

Each individual Search Committee member, and any others involved in the hiring process, shall cooperate in prohibiting discrimination against employees and/or candidates based on the protected categories stated above for employment or promotion.

Such steps are readily provided for or authorized under Article XIV of the Constitution of the United States of America, Title VII of the Civil Rights Act of 1964 as amended, Presidential Executive Order No. 11246 as amended, and implemented regulations.

5.6 Setting a Timeline for the Search

An overview of the entire search process with estimated timelines, from creating a position through completing the hiring recommendation, begins on page 5 of this manual. Additional details relevant to search committee activities are provided below. The committee should establish a reasonable timeline for its activities taking the following guidelines into consideration:

- For tenure track positions, it is a requirement to keep the position open for application for at least 30 days after the advertising first appears;
- Allow time to schedule and conduct the initial search committee meeting;
- Depending on the size of the applicant pool, allow two to three weeks for reviewing applications which may not start until after the initial search committee meeting, after the screening date specified in the advertising, and after certification of the pool by AA/EO;
- Allow time for multiple search committee meetings to review and discuss the candidates and their respective qualifications, to discuss interview and reference checking results, and to determine the committee's recommendations for hiring a candidate
- For faculty positions, allow a minimum of one week to consult with the Department Chair, determine recommendations for interview, and meet or communicate with the Dean;
- Allow a day or two for certification of the proposed interview candidates by AA/EO
- For faculty positions, allow two to three days for review and approval of proposed interview candidates by the Provost;
- Allow one to three weeks for arranging and conducting interviews, or more especially if both telephone and on-campus interviews will be conducted;
- Include time within the interview period for the relevant manager (i.e., the Dean or Associate Dean) to meet with faculty candidates;
- Allow one week (or more as necessary) for reference checking;
- Allow time to discuss the results of the search process with the relevant manager (i.e., with the Dean for faculty searches), and to provide information to support a recommendation to hire.

5.7 The Recruitment File

A recruitment file must be maintained by the Search Committee Chair for each search. The file will contain all pertinent documents for the search, that is, all documents that originated in paper format. The Search Committee Chair will also maintain an electronic file to retain all email communications concerning the search and/or with candidates, electronic/digital assessment sheets and all other electronic documentation related to the search. All recruitment files, both paper and electronic, are confidential and should be treated as such

Recruitment files are returned to Human Resources for retention after the search is concluded, to include both the paper files and records, and the electronic/digital files and records.

STEP 6: ASSESSING THE CANDIDATES

6.1 Initial Screening

When the candidate pool is certified by AA/EO, Human Resources will update candidates' status in PeopleAdmin, and thereby release the candidate materials for review by the search committee.

Candidates who do not meet the position qualifications based on their responses to online pre-screening questions, will automatically be marked as "does not meet qualifications" in the PeopleAdmin system. These candidates' materials will not be forwarded to the committee for consideration; instead, the candidates will receive a system generated email communication advising them that they have been disqualified for not meeting the position qualifications.

In the initial screening conducted by the search committee, candidates are evaluated against the qualifications for the position, not against each other. For searches where online pre-screening questions were used, search committee members must still review the candidates' materials and validate whether or not the candidates really do meet all of the qualifications. After all, candidates may have a different perspective of what the qualifications mean, versus the intent of the department and search committee.

Instruction on accessing candidate materials within the PeopleAdmin system is provided in the "PeopleAdmin Users' Guide for Search Committees" available on the Human Resources website: https://sites.ewu.edu/hr/supervisor-tools/.

As the candidates' materials are available electronically through PeopleAdmin, it is considered a best practice for committee members to avoid printing out individual copies of candidate materials, as this helps preserve the confidentiality of the candidates and their materials. Some committees may have individual needs that are best served by using print outs of the candidate materials; in these situations, notify your HR Associate, and follow these additional guidelines:

- All printed copies of candidates' materials (and related notes) *must* be returned to the HR Associate at the end of the search, and,
- Make no marks of any kind on the printed out application materials.

6.2 Evaluation Process

Screening and advancing candidates will be based on job-related criteria as reflected in the candidates' materials (qualifications, strengths, knowledge, skills, ability, experience, and potential) without regard to subjective judgments or impressions. Considerations based on sex, sexual orientation, ethnicity, race, age, veteran status, marital status, or disability may not enter into the evaluation.

Each committee member is expected to review every candidate in the pool. Exceptions may be made in the case of very large pools, where instead, committee members may be delegated a specific number of candidates for initial evaluation. Contact your Human Resources Associate for assistance and suggestions for managing very large pools.

Committee members may take notes to serve as a reminder of the candidates and how strongly they meet the qualifications, but all such notes must be professional, job relevant, and factual in nature (i.e., can be corroborated by comparing the notes to the information in the candidate's application materials).

Before candidate screening begins, your Human Resources Associate will build Evaluative Criteria within the PeopleAdmin system which will be closely tied to the position qualifications, and other job relevant factors, such as key responsibilities. Upon request, the HR Associate can provide the following additional recruitment support services:

- Prepare the Evaluative Criteria ("Criteria") as a draft document for search committee review and prior to the HR Associate entering the Criteria into the PeopleAdmin system; this review is optional, and most Search Committees rely on the professional judgement of the HR Associates to build appropriate Criteria.

- Prepare an Evaluation sheet that identifies the finalized Criteria and associated assessment options for search committee members' use for note taking purposes.

If you have already entered candidate evaluative data into the PeopleAdmin system when you realize that you want changes to be made to the Criteria, please note that the data you have already entered may be lost for all of the candidates when your HR Associate goes into the system to edit the evaluative criteria.

There are three approaches for entering evaluative data into the PeopleAdmin system:

Option A (the most common approach): Each committee member independently reviews and evaluates each of the candidates using a candidate evaluation spreadsheet or other assessment sheet prepared by the HR Associate, and identifies which candidates should be interviewed (from their individual perspective). Then the committee meets as a whole to discuss the candidates and their qualifications, and to establish group consensus about which candidates should be interviewed. Only one person enters the evaluative data into the system, typically the search chair. The data entered by the search chair must reflect the consensus of the committee.

Option B (useful with smaller pools): Each committee member independently reviews all of the candidates, but does not complete evaluation sheets. When the group meets as a whole, each candidate is reviewed in detail, with decisions made about the candidates as the committee progresses, to indicate how strongly the individual candidates meet the qualifications, and to determine their interview status. In this option, only one candidate evaluation worksheet is prepared by the search chair, and then entered into the PeopleAdmin system, reflecting the group's work and consensus about the candidates.

Option C (rarely used): Each committee member independently reviews all of the candidates, or an assigned subset of the candidates, and then each enters their individual evaluative data into the system for the candidates. The search chair reviews the evaluative data as entered by the committee members, and may be delegated responsibility for identifying the best-qualified candidates to be interviewed, based on the cumulative data entered by the individual committee members.

Special Notes: Internal or Other Candidates Known to the Committee Members

Internal candidates or other candidates known to the committee members must be evaluated in manner consistent with the evaluation of all other candidates and for determination of the interview pool (with one exception noted below); in other words, internal or known candidates may not…

- Be given extra weighting to move them up into the interview pool;
- Be held to higher standards versus the other candidates.

The exception to this expectation involves classified staff searches, where current classified staff employees of EWU apply for other classified positions. In this situation, committees are *required* to interview the internal classified staff as long as they meet the position requirements. In other words, they do not have to be the best-qualified candidates, but as long as they meet the position requirements, committees are required to interview the staff. Further, the interviews of the internal classified staff must be scheduled so as to be conducted before any external interviews are conducted.

Committees are not required to give current classified staff priority consideration when it's time to make the hiring decision. The decision to hire should be based on ***who is best qualified***, taking into consideration all of the skills, education and experience offered by the candidates. In this context, current working experience as a classified staff member may be considered in making the hiring decision, but it does not in and of itself supersede consideration of all of the other job qualifications and factors considered when making the hiring decision.

6.4 Requirement for Consistency in Candidate Evaluations

Great care must be taken to ensure candidate evaluations are made in a uniform and consistent manner, focusing on the following principles:

- Accuracy. For example: if our advertising stated "must have experience teaching in a K-12 system," then that is the standard that candidates must be assessed by. If a candidate offers K-12 teaching experience, but the experience is in another country, that candidate may <u>not</u> be disqualified unless the advertising was specific to that detail.

- Consistency. For example: if we eliminate one candidate because s/he didn't offer 3 years' experience in "X" (assuming "X" is one of the position's criteria), then no other candidate may be interviewed if they also lack 3 years' experience in "X". An additional point relative to consistency has to do with “courtesy interviews.” No courtesy interviews may be given, meaning that an internal candidate is selected for interview to avoid hurting their feelings or similar reasons.

- Simplicity. It is not necessary to write up a lengthy explanation of why a candidate won't be interviewed or doesn't meet qualifications. If the search committee members focus on the first two points (accuracy and consistency), then it should be fairly easy to discern what the candidates lack if they are not included in the interview group. The system evaluative criteria will be designed to assist in recording candidate assessments in the simplest possible way, and without the necessity to write up additional lengthy explanations outside of the system evaluative process. For candidates selected for interview, your HR Associate may include an open-text box Criteria to allow the Search Chair to enter brief reasons why the selected interview candidates are “best qualified” relative to the other candidates. This text box is completed for the interview candidates only.

- Free of Bias. When we have diverse candidate pools, if all candidates from underrepresented groups end up being marked as “No interview” or assessed as not meeting qualifications, care should be taken to verify that no inadvertent bias compromised the assessment of the candidates.

The willingness of AA/EO and the hiring managers to approve a committee's request to interview specific candidates rests on the quality of the assessment process – was it accurate, consistent, simple, and free of bias? Search committee chairs are encouraged to consult with Human Resources for advice and assistance in determining and recording the disposition of candidates in preparation for requesting approval of the desired interview candidates.

The HR Associate will review the candidates' assessments as submitted by the search committee chair, to ensure the standards of accuracy and consistency are met, and that there is no evidence of bias in the selection of interview candidates.

Should the HR Associate have concerns or questions about a particular candidate's qualifications, and whether or not it meets the position qualifications, the concerns will be resolved through research, conversation with the search committee chair, relevant manager, Department Chair, Dean, and/or other persons, or actions as necessary.

6.5 Notifying Candidates Eliminated from Further Consideration

Candidates eliminated from further consideration as a result of the search committee's assessment will be notified that they are no longer under consideration for the position. The candidate notifications are handled through PeopleAdmin (i.e., system generated emails).

When the search committee achieves consensus as to which candidates will be requested for interview, the committee chair enters evaluative data and interview status data into PeopleAdmin as (if) directed by the HR Associate. Your HR Associate reviews the interview status data, and uses it to request approval to interview from the relevant managers and AA/EO.

When the HR Associate updates the candidates' status in PeopleAdmin, the system will send out emails to the candidates who are not selected for interview, confirming that they are no longer under consideration.

6.6 Processing Unsolicited Candidate Materials

All unsolicited materials sent to committee members, managers or the Department Chair, the Dean or other individuals connected to the search, should be forwarded to Human Resources for retention. This includes materials not sent by the candidate, not requested from the candidate, nor solicited by the committee. Human Resources will retain the materials until finalist candidates are identified to continue to the reference checking phase. Unsolicited materials may be considered by the committee only during this later phase of the search process.

6.7 Quality of Candidates

Should the committee have concerns or questions regarding the quality of candidates, it should immediately notify both Human Resources and the head of the department. In its notification, the committee may consider (1) requesting that the recruitment be re-opened or extended in the hopes of gaining additional candidates; or (2) suggesting that the search be cancelled and a new search conducted; or (3) recommend other action as it deems necessary and appropriate.

STEP 7: CERTIFICATION OF THE CANDIDATE INTEVIEW POOL

Certification and Approval of the Interview Pool

Once the committee achieves consensus about which candidates should be invited to interview, Human Resources will review the proposed interview pool against the evaluative criteria for consistency. Questions regarding why a candidate was/was not recommended for interview will be forwarded to the search committee chair for response. The candidates proposed for interview must be approved by one or more managers, and must also be “certified” by AA/EO.

In preparation for review of the candidate pool, your HR Associate runs a system report that displays all of the evaluative criteria data and interview status data. After review, the HR Associate forwards the report to the approving parties (as specified by the executive leadership for each division of the university), as well as to AA/EO for interview pool certification. AA/EO reviews the requested interviews to ascertain that there is no apparent bias in the selection of candidates, and “certifies” the pool by notifying Human Resources that the interviews may proceed.

Additional required approvals for interview pools are as follows:

- Academic Affairs: Department head, Dean (or equivalent, such as Executive Directors, Vice Provosts), and Vice Provost – Administration and Planning (who approves interviews on behalf of the Provost)
- Athletics: Must be approved by the supervisor up to the AVP/Director of Collegiate Athletics
- Business & Finance: Must be approved by the supervisor up to the Associate Vice President or head of the major division.
- Information Technology: Must be approved by the position supervisor.
- President’s Office: Must be approved by the position supervisor.
- Student Affairs: Must be approved by the position supervisor.
- University Advancement: Must be approved by the position supervisor and Vice President.

STEP 8: INTERVIEWING PHASE

8.1 Types of Interviews

Depending on the size of the proposed interview group, the committee will determine what type of interviews will be conducted. There are three types of interviews:

A. Telephone screening (Optional – these are different from telephone interviews described below)

These brief conversations can be used to:

- Determine whether the candidate is still available and still interested;
- Explain the job in more detail;
- Clarify basic details about the individual's work history and experience level;
- Inform each candidate about the salary range for the position to verify that they would like to proceed given the salary you have to offer. This way, you avoid interviewing people who later refuse a job offer on the basis of salary.

The telephone screening is not intended to be a "complete" interview wherein candidates are asked a series of questions to develop an in-depth understanding of what the candidate has to offer. These short conversations are useful, however, to help finalize the interview pool before the committee issues a request to bring specific candidates to campus for formal interviews.

If a search committee wishes to conduct these brief telephone screening calls, the search chair *must* consult with the HR Associate, and receive pre-approval of the planned screening questions prior to initiating any screening contact with the candidates.

B. Initial Interviews via Telephone, Zoom, or Skype.

These preliminary interviews are more extensive than the brief conversations described above as telephone screening. These interviews entail asking the selected candidates a series of planned questions to gain in-depth information about their qualifications, work history, abilities and potential. This level of interview is typically used for one or more of the following reasons:

- If the candidate pool offers "too many" similarly qualified candidates and where the search committee needs additional information from the candidates before finalizing which candidates will be invited for a finalist interview, and/or

- If one or more of the candidates are located outside of the Cheney/Spokane area, and where the department does not wish to commit to the expense of conducting in-person finalist interviews without first gathering more information through an initial interview.

- If the position is a manager or executive position.

C. Finalist interviews.

For nearly all classified staff searches and non-managerial exempt staff searches, search committees will not conduct initial telephone or Zoom interviews, and instead, will identify finalists to invite to the one round of interviews that will be conducted, after obtaining the required approvals outlined previously.

Finalist interview candidates for faculty positions must be re-approved by the Dean and the Provost's Office. The HR Associate facilitates obtaining these approvals.

8.2 Role of Managers in Considering Classified and Exempt Candidates Proposed for Interview

It is the responsibility of the search committee chair to verify with the relevant managers what their expectations are for being consulted about the selection of finalist candidates prior to interviews.

8.3 Role of the Dean in Considering Faculty Candidates Proposed for Finalist Interview

Each college and the library will establish their individual protocols for considering and confirming who the finalists will be, and who must be involved in the finalist interviews as a representative of the Dean's office. Contact the applicable Dean's office to confirm who will fill this role in faculty finalist interviews, and for support in arranging travel, accommodations, and other interview logistical support. Of course, your contacts for other types of recruitment support for the Colleges and Library are as follows:

- Saundra Godin: College of Health Science & Public Health
- Lori Livingstone: all of the other Colleges and the Library

As with all searches, the HR Associate will send the interview pool report to the Dean for review and approvals. However, some units require that the search chair and/or department chair meet or communicate with the Dean about the selected candidates proposed for interview ***before*** the search chair updates campus interview statuses to the HR Associate and/or enters evaluative and interview data into the PeopleAdmin system. It is the specific responsibility of the Dean to confirm that proper attention was paid to equal employment opportunity requirements or suggest corrective measures to be taken before the campus finalists are confirmed.

The Provost will also review and approve the list of finalists (this review and approval may be delegated by the Provost to the Vice Provost). Upon approval, the HR Associate will notify the search chair, department chair, and the Dean's office that the interview process may begin.

8.4 Dissemination of Candidate Materials

Persons in the decision making line of authority, AAEO, and members of Human Resources may access candidate materials at any point in the search process. Search committee members may access candidate materials after the candidate pool has been certified by AAEO. How and whether candidate materials are shared outside of these authorized parties, differs depending on the nature of the position being searched, as summarized below.

- Classified staff searches: candidate materials may *not* be shared with any other parties other than those identified above as authorized parties.

- Exempt staff searches – whether or not access to candidate materials will be provided to individuals not on the search committee or in the approval line depends on the level of the position:

  - Staff searches ***below*** the level of an executive position – candidate materials may ***not*** be shared with any other parties other than those identified above as authorized parties.

  - Staff searches involving "executive positions," such as Associate Vice President, Dean, Vice Provost, Provost, Vice President – <u>finalist</u> materials may be made available for access by the campus community (limited to their cover letter and resume or CV), through posting on an approved university website. This process of public posting of finalist candidate materials is overseen and facilitated exclusively by Human Resources, to ensure required procedures are followed, which include, but are not limited to the following:

    - Permission secured from the finalist candidates to post their materials on a public EWU website;

    - Redaction of personally identifying information such as the candidates' addresses, telephone numbers, and other similar strictly personal information, prior to posting the materials;

    - Agreed upon dates for posting, and removal from public websites, of the candidates' materials.

- Faculty searches: for most faculty searches, candidate materials are *not* disseminated to any party outside of the search committee, Department Chair, Dean and Provost.

  However, some academic departments have a practice where their faculty ***vote*** regarding the selection of the finalist that they believe should be hired. These votes are advisory in nature, and are always subject to approval of the Dean and Provost. As a result, for these departments, the faculty will need access to candidate materials **<u>limited to the finalists</u>**. Department faculty may not be apprised of who any of the other candidates are, nor may they be given access to any other candidate materials, other than the materials of the finalists.

  Recommended finalists must be informed in advance by the search committee chair that their information will be disseminated to the department faculty ***before*** providing access to the department to the candidates' materials. Should any candidate prohibit the sharing of their resume or CV to the department faculty, notify your HR Associate and request assistance in resolving the situation.

  Under no circumstances may faculty candidates' materials be posted to any <u>public</u> Eastern website. Instead, once permission has been secured to make their materials available to the department's faculty, the candidate materials may be posted to an internal shared drive, with permissions to access the materials limited to the department's faculty.

8.5 Developing Interview Questions

The guiding principle behind any question to a candidate is: *What do I really need to know about this candidate to decide whether s/he is qualified, and perhaps best qualified, to perform this job?* When developing interview questions, the search committee should consider the following guidelines:

- Questions **must** have a legitimate job-related reason to support why the question is being asked.

- Interview questions need to be developed based on the qualifications, job duties, and other job-based criteria.

- Identify competencies that are required upon entry to the position. Interview questions should focus on those competencies that the candidate must offer prior to their start date, and for which no allowance will be made to gain the competency by learning on the job during initial training or probationary period.

- Make sure the same set of questions is asked of all candidates, to ensure fairness and consistency in the rating of candidates. This will allow fair comparative judgments while ensuring that crucial job-related information is obtained. A patterned interview of this sort has the beneficial effect of minimizing unconscious biases. This expectation applies to the following types of interviews:

    - For searches where the committee will only conduct one set of interviews with the selected candidates;

    - For searches where two rounds of interviewing will be conducted (initial interview, followed by finalist interviews), the expectation to use the exact same set of questions applies to the initial interview phase only.

- Emphasize questions that elicit more than a “yes” or “no” response.

- Include problem solving, behavioral/situational questions that allow the candidate to think and demonstrate that they are able apply their knowledge and experience to the scenario contained within these kinds of questions, and thereby demonstrate they have the required knowledge and experience.

Keep in mind that some questions are never appropriate. Federal regulations prohibit discrimination based on:

- Race
- Color
- Age
- Gender
- Religion
- National Origin
- Disability
- Veteran Status
- Reserve/National Guard Status
- Sexual Orientation
- Marital Status

Thus, none of the above areas may be used as a basis for interview questions, or as a basis for hiring decisions – including information volunteered by the candidate that is not job-related, such as an candidate’s race or marital status. Review the information in Appendix D on page 51 for additional information on prohibited questions. Examples of appropriate interview questions are provided in Appendix F on page ##.

The search committee's draft list of interview questions must be sent to the HR Associate for review. Once the committee has received notice that the list of interview questions is approved, any changes to those questions must be emailed to Human Resources for review and approval. When notified that the questions are approved, the questions should be converted to an interview sheet allowing sufficient space under each question for committee members to record their notes during the interview process.

During the interview, the most common practice for asking the interview questions is to rotate between the different committee members. It is always permissible to ask candidates to provide more information, to explain further, or to give additional examples following the candidate's initial response to a question. It is not permissible, however, to think up new questions in the middle of the interview that are not connected to the pre-planned questions or to something the candidate related.

8.6 Establishing the Interview Itinerary for In-Person Candidate Visits

The search committee chair, in consultation with the relevant manager or Department Chair, establishes the itinerary for the candidate's in-person visit. It is the responsibility of the search committee chair to verify what university parties will require independent appointments with finalist candidates for private interview. Review the following general guidelines for establishing the interview itinerary:

- The first on-campus interview with the candidate is typically scheduled for the search committee.
- A separate meeting with the position's supervisor and/or the relevant unit manager must also be scheduled if s/he is not a part of the search committee.
- Academic positions at the Chair or the Director level and above, plus all tenure track faculty positions, should include time to interview with the Provost (or Vice Provost acting as the Provost's delegate).
- Positions at the Associate Vice President, Vice Provost or Dean level and above should include time to interview with the relevant Vice President <u>and</u>, upon request, with the President.
- Direct reports to a Vice President (other than support staff) must include an interview with the President.
- For positions that have student contact responsibilities (such as positions within Student Affairs, plus academic positions at the Dean level and above), consider whether the students or student representatives should be invited to participate in the interview process.
- For faculty and certain exempt positions where the candidate may be offered tenure as part of the offer package, it is a <u>requirement</u> that a separate meeting for each candidate is scheduled and conducted with the relevant Department Personnel Committee and with the College Personnel Committee (if applicable), and with the Department Chair, as each of these entities will be responsible for submitting separate recommendations regarding granting of tenure.
- Determine whether the finalists will be asked to give a presentation as part of their on-campus interview. If so, this must be planned in advance and reviewed by Human Resources before

finalization. Each finalist must be notified prior to their campus visit of the expectations related to their presentation including the desired topic and any options, amount of time to be spent in delivering the presentation, availability of resources (such as laptop, projector, etc.), and anticipated audience to attend the presentation.

- For faculty positions, finalist candidates may also be asked to develop a study plan, submit research studies/papers, and/or teach a class session on a specialized topic of field in their discipline in order to assess teaching style and ability.

- Open forum sessions, to which the greater campus population is invited to meet the candidates and propose questions, are typically scheduled for positions at the Dean level and above.

- Determine whether the finalists will be tested for specific skills as part of their interview. Proposed tests, such as for writing ability, computer skills, etc., must be planned in advance and approved by Human Resources prior to use. Candidates must be notified in advance that their visit to campus will include testing and must be advised of the nature of the test. This process should be included in the Special Instructions to Applications section of the PeopleAdmin posting:

  Candidates will be tested as part of the interview process.

All appointments and arrangements must be made in advance of a candidate's visit. To ensure that all candidates receive comparable treatment, the visitation schedules should be similar with respect to the different components of the interview process and the different university entities invited to participate in the interview.

However, the candidate may be interested in visiting with other constituencies where that interest is not shared by the other finalists. Those individual interests of the candidates should be respected and accommodated if at all possible within the time constraints for the interview process.

When feasible, allow time for candidates to explore the campus. For candidates coming to interview from outside of Eastern Washington, travel arrangements should include some additional time for the candidate to explore the Cheney-Spokane area on his/her own time. During the visit, the committee should see that each candidate's personal needs are adequately met.

If there are any concerns prior to the interview, in the sense of university participants being disruptive or less than respectful, contact your HR Associate. Also, refer to Appendix E on page 55, Interview Etiquette 101, which provides guidelines to all participants in an interview process. It reminds participants that the interview is a two-way assessment; just as we are sizing up the candidate, the candidate is also making an assessment of what type of work environment we offer.

8.7 Steps in Conducting the Interview

A. Recording of Interviews is Not Permitted

Human Resources is regularly asked by search committees whether or not interviews may be recorded, with the most common reason behind the request is that one or more committee members cannot make themselves available for all of the interviews.

Recording of interviews is ***not*** permitted by the university for any kind of position below the level of Dean and AVP. For executive level positions where recording of interviews is requested, the related processes will be managed and facilitated by the Human Resources Associate.

B. Interview Notes

Notes taken by committee members must be factual in nature, appropriate and relevant to the position and its qualifications. Personal judgments made by the committee members should not be part of the notes. Remember that all committee notes become part of the committee file, and will be included in the archive files maintained by Human Resources.

As mentioned previously, it's best to take the interview questions and turn them into a question and note-taking sheet, by providing enough space under each question for notes. Avoid making extraneous notes, such as commenting on their dress or appearance.

Candidates may be nervous, and may blurt out personal information that we can't consider in our hiring decision. Do *not* record this information in your notes. Be prepared to gently move the candidate back to the topic, and re-state the question or go on to the next question.

Should a candidate state something that is a job relevant, but a "red flag" and possible indicator of being a negative match for the job, write down the candidate's statement as a quote, using quotation marks. You are encouraged to consult with your HR Associate after any interview to debrief and consult about these kinds of situations, and to discuss appropriate note taking to document the concerns.

B. Opening the interview/setting the tone

In a job interview, the candidate's apprehension can impede the flow of useful information. The interview setting, ideally a private office or conference room, should be conducive to good communication.

- Make the candidate feel at ease, by greeting him/her and introducing yourself. Be enthusiastic that the candidate is there. Give the impression that you are ready for the interview and looking forward to the conversation.

- Establish rapport with a friendly attitude. Take a few minutes to break the ice by mentioning either an interesting item from the candidate's resume, something you may have in common or a more general topic. However, refrain from ice breakers that touch on areas that are inappropriate for interview questions (reviewed in a prior section).

- Describe the position and the university. Provide sufficient facts about the position and the department in a straightforward manner so that the candidate can make an informed decision about the acceptability of the position.

B. Body of the Interview: Obtaining Job Related Information

- Begin with an open-ended question for each topic; avoid asking questions that require only a "yes" or "no" answer.

- Short and simple interview questions are better than long and complex ones; avoid "multiple part" questions (Tell us about "X" and "Y" and "Z").

- Listen carefully and allow the candidate sufficient time to respond to inquiries. Combine careful listening with good use of questions to encourage and guide the candidate's sharing of facts.

- Ideally, the interviewer should talk no more than 25% of the time.

- Keep comments and gestures neutral. Saying "thank you" and/or nodding is more appropriate than saying "That's great!" Avoid expressing your opinions or judgments about candidate's responses. This maintains objectivity and reduces the likelihood of leading (or misleading) candidates.

C. Closing the Interview

Interviews are a two-way process. Not only is the candidate being evaluated, but the candidate is evaluating the university. It is important to end all interviews on a positive note.

- Allow time for questions from the candidate.

- Make the candidate aware of the next step. Who will next contact the candidate, and in what timeframe? Be realistic about the timeframe. Don't promise contact by a specific date if you are not sure you will able to meet that timeframe.

- Let the candidate know who to contact with questions, and outline what will happen next.

- Thank the candidate for his or her time.

Make notes about any additional relevant, appropriate job-relevant observations and document your evaluation of a candidate immediately after the interview session on the interview question sheet. Proper documentation at the conclusion of the interview is very important, since each individual candidate will need to be considered and compared with other candidates.

8.8 Eligibility to Work in the U.S.

WAC 162-12-130 states: "Discriminatory inquiries are prohibited. Any pre-employment inquiry or the keeping of any record of protected status before employment for a discriminatory purpose is prohibited and may be evidence of an unfair practice when connected to the applicant's protected status unless the particular quality inquired about is a bona fide occupational qualification."

As was described previously, questions about race and national origin are prohibited. Related questions about visa status or what kind of visa the candidate has or will need are also prohibited.

The selected candidate may be asked during the **hiring process** if s/he is currently eligible to work in the United States and, if ineligible, whether he or she will require sponsorship for an employment visa that would allow him/her to be eligible to work in the United States. The search committee and its members are not authorized to ask these questions. Instead, it is the exclusive responsibility for Human Resources to make legally appropriate inquiries after the position has been offered to the candidate

The fact that the candidate will have to apply for a visa cannot be used as a reason to deny consideration, but EWU is not required to sponsor such a visa. Decisions as to whether or not EWU will sponsor a visa is made by the applicable Vice President in consultation with Human Resources.

Consideration can be denied if the candidate confirms that s/he is ineligible for a visa or s/he is unable to meet the commitments of the offer (i.e., being able to start work at a specific period of time).

If candidates share information about their visa status during the application and/or interview process, please forward that information to your HR Associate. If a prospective candidate indicates that he or she is neither a U.S. citizen nor a permanent resident, the University may assist the individual in seeking H-1B and/or permanent resident status if hired, again, if this is approved by the applicable Vice President.

For all questions related to obtain visas and/or residency for international candidates, contact Caren Lincoln, Senior Director of Human Resources, and Eastern's exclusive contact for immigration matters at 509-359- 2384, clincoln@ewu.edu.

8.9 Reference Checking

It is considered "best practice" to conduct reference checks. A minimum of two reference calls should be completed for any person proposed for hire, with only two exceptions:

1. Where the proposed hire is a current employee being considered for a new position. Even in these cases, where the candidate to be hired is a current employee, search committees are strongly advised to conduct reference checking if the candidate's current position is in another department.

2. Where confidential letters of reference were collected as part of the recruitment process.

The references who were contacted, and any supporting or concerning information received from the references, will be identified in the email sent to Human Resources wherein the best qualified candidate is identified and proposed for hire. Reference questions should be planned in advance of making the calls, and draft questions must be emailed to Human Resources for review and approval. Reference checking can be conducted by the search committee and/or supervisor. Typically, search committees and/or the supervisor will develop a core set of reference questions that will be asked of each reference contacted, but there may also be unique questions that would only be relevant to the specific job history of an individual candidate.

When are reference calls conducted? For searches where only one round of interviews will be conducted, reference calls are typically made after the interviews, to help the search committee narrow the pool and make a hiring recommendation. For searches where two interviews are conducted, the reference calls are most commonly conducted after the first round of interviews has been completed, to narrow the pool and help determine which candidates are best qualified and who will be invited for finalist interviews.

Regarding the number of candidates for which reference checks are conducted, this can be as few as one: the finalist candidate that the committee wishes to recommend for hire. On the other hand, reference checking can be conducted for all candidates who pass the initial interview, or for all candidates who are proposed to be invited to a finalist interview

Regarding the number of reference checks conducted for each candidate, best practice is to complete no less than two checks (calls). Before any reference checks are conducted, it is an expectation and a professional courtesy to notify the candidate that you plan to initiate the reference checking process.

Prior to contacting the candidate, consider whether the list of references provided by the candidate is adequate; that is, does the list of references provided include more than one person who can speak to the likelihood that the candidate will be successful in our position based on the candidate's experience and qualifications?

Consider whether you need to "call off list;" that is, will you need to contact other persons not included on the candidate's list of references. If you believe this will be a necessary part of the process, you must consult with your HR Associate for guidance, including the university's expectation that you will obtain permission from the candidate to make "off list" reference calls.

Additionally, it may be an expectation of the unit that at some point in the process – and prior to extending an offer of employment – that the current supervisor of the finalist candidate(s) will be contacted for a reference. Contacting the supervisor can be postponed until the end of the process (that is, immediately before contacting the candidate to offer the position). Contact your Human Resources Associate for specific expectations regarding reference checking for your unit.

When contacting the candidate to notify that reference checking will begin, ask the candidate whether his/her list of references is current. Then, if applicable and only after consulting with your HR Associate, advise the candidate that you would like to "call off list," and ask the candidate's permission to do so. The candidate will typically respond in one of two ways:

For candidates who say "Yes – you may call persons not on my list," be sure to clarify the possibilities by thanking the candidate and then stating, "Just to confirm, when we make our reference calls, we may contact persons at your current institution including your supervisor. Do you have any questions about that?"

- For candidates who say "Yes, but not my current supervisor," respond in a reassuring way that the supervisor will not be contacted unless the university determines to make a job offer to the candidate. Then reiterate that the supervisor will not be contacted without advance notice to the candidate.

- For candidates who say "No," first gently and professionally probe to uncover what the concerns of the candidate are. In most cases, it will be that the candidate has not yet informed his/her current place of employment that s/he has applied for the position at Eastern. If the candidate reiterates that s/he will not give permission for reference calls to be made to other persons, contact your HR Associate for advice and assistance, particularly if the list of references provided are not adequate and/or the references cannot be reached.

It is the responsibility of the search committee chair to confirm to the hiring manager that reference calls have been conducted.

For hires within the colleges, it is the specific responsibility of the relevant Dean to verify that a reference call was made to the **current supervisor** for all faculty positions, and as necessary, to conduct the supervisor reference check before forwarding a recommendation to hire to the Provost if the search committee's reference calls did not include a call to the candidate's current supervisor.

8.10 Summations

Upon completion of the interviews and reference calls, the search committee should conduct a final meeting to evaluate and compare finalist candidates based on skills, qualifications, experience, abilities and potential.

The hiring manager, Dean or other hiring authority may request a summary report describing the pro's and con's for each finalist candidate. For executive level searches, committees are typically instructed that the final report ***must*** refrain from ranking the candidates and/or making a hiring nomination.

STEP 9: RECOMMENDING A CANDIDATE FOR HIRE

9.1 Recommending an Appointment & Negotiating the Job Offer

A. All Positions

When the recommended candidate is identified following the procedures described below, the supervisor will notify Human Resources who advise on final steps to complete the hire.

Additionally, if the position was previously identified as requiring a pre-placement physical and/or post-employment medical monitoring, EHS staff will send the relevant form to the supervisor via email and will copy that email to the Human Resources Associate.

B. Classified & Exempt Searches

The position's supervisor or unit manager will determine the role of the committee with regard to recommending a candidate for hire. Committees for positions below the Director level typically are charged to make recommendations on the top candidates with the final recommendation to hire made by the supervisor, subject to approval by the unit manager, and up to the relevant VP.

For classified staff and exempt staff searches, it is the responsibility of the supervisor or unit manager to contact the successful candidate and negotiate the terms of the offer of employment.

Discussions about the new employee's start date must include a notification that the start date is ***tentative***, and cannot be confirmed until a criminal background check is completed.

Entering a hiring recommendation into the PeopleAdmin system is performed by three key parties, depending on availability of staff and custom:

- For the colleges and library, the college/library Administrative Specialist initiates the hiring proposal for all staff and faculty hires.
- For the other departments within Academic Affairs, as well as all other divisions of the university, the hiring proposal is either initiated by a staff member within the department, or assistance may be provided by the HR Associate.

PeopleAdmin routes the hiring proposal through all required levels for "electronic signatures". Once the appropriate Vice President (and President if required for the nature of the position) approve the hiring proposal through PeopleAdmin, and Budget confirms the availability of funding, Human Resources issues the appropriate letter (or contract) and sends the finalized offer to the candidate.

Note that the recommended candidate must pass the pre-placement physical (if applicable to the position), and the background check must be completed and reviewed for disqualifying convictions ***before*** the candidate may begin employment.

Allow plenty of time for these pre-hire processes to be completed (background check and physical if required for the position). Some background checks come back to Human Resources within just a couple days, but some checks have taken multiple weeks to be completed by the company that the university uses to conduct the background checks. The reasons for delays should not be interpreted as a negative reflection on the potential employee; instead, delays can be caused by the employee from having multiple changes of address within the timeframe being checked (as each jurisdiction of residence is checked), and which can be further complicated if any of the applicable jurisdictions conviction records are not available in an online environment requiring manual processes to verify the criminal background (or lack thereof) for the employee.

C. Faculty Searches

After consultation among members of the search committee, the department chair and members of the department, the search committee will recommend the candidate who is **best** qualified (i.e., best fulfills the conditions of the position announcement for appointment, and meets the needs of the department.) In the case where more than one candidate is recommended by the search committee for a single opening, the names can be listed in ranked or unranked order as specified by either the Dean or by the Provost. If the search committee has concluded that there are no suitable candidates, the committee may recommend that the position not be filled at this time.

In cases where the search committee members are evenly divided in identification of the best qualified candidate, this may be resolved be deferring the decision to the Department Chair.

Deans are responsible for informing their Department Chairs (and Human Resources) of their expectations related to recommending a candidate for hire. This includes identifying the following:

- Dean's level of involvement in confirming or determining the finalist who will be offered the position, and whether the Dean's involvement will be delegated to an Associate Dean,

- Any differences in that level of involvement between special faculty and tenure track faculty searches,

- What documentation, reports, or other materials must be forwarded to the Dean for consideration, and finally,

- Who will forward information about the finalist(s) to Human Resources (search chair, Department Chair, Dean, or other party as identified by the Dean).

The information required to be sent to the Human Resources Associate includes:

1. Identification of the best qualified candidate (or multiple candidates if we are filling multiple positions from the same recruitment pool), including references contacted,

2. Identification of the job-related reasons as to why that candidate(s) is(are) best qualified,

3. Identification of back-up hires (if identified), including reasons and references contacted.

This information must be sent to the Administrative Specialist for the college (or library), as well as to the HR Associate. Next steps are determined based on whether the search is for a special faculty hire or for a tenure track hire.

Hiring to Fill Special Faculty Positions

The Dean is the final approval authority for the hire of special faculty, as long as the terms of the hire do not exceed the budgetary limits approved for the position. The Dean (or his/her delegate) may directly contact the candidate to verbally offer the position (pre-approval by the Provost is not required). Verbal offer details are forwarded to the Dean's Office staff, who will enter the Hiring Proposal into the PeopleAdmin system, draft the faculty contract and forward the draft to Human Resources.

Both the PeopleAdmin hiring proposal and the draft contract must include complete details for the special faculty workload, totaling 45 credits (36 credits for semester based programs) for full time positions, including a list of the classes to be taught, credits per class, and explanation of any release time including identification of credits equivalent for the described release time.

Human Resources finalizes the contract after the Hiring Proposal is approved through the PeopleAdmin system, and sends the contract out to the candidate.

Hiring to Fill Tenure Track Faculty Positions

The Dean must receive clearance from the Provost to negotiate the potential job offer with the successful tenure track candidate. Any preliminary conversations between the Dean and the desired candidate (such as to confirm the level of interest on the part of the candidate) must make it clear to the candidate that the Dean must have written approval by the Provost and the President before the Dean can negotiate and offer the position to the candidate.

The Dean must consult with the Provost via email, addressing each of the following hiring conditions, and request authorization to verbally offer the position and negotiate with the candidate as approved by the Provost and President:

a. Name of selected candidate

b. Qualifications/strengths/contributions to program

c. Rank, department

d. CUPA Code and CUPA Description

e. Salary, including:

- A range of salaries that may be used by the Dean for negotiations
- CUPA Average and High salary figures.

f. Conditions of early tenure, if negotiated

g. Conditions of reappointment based on PhD completion

h. Moving allowance and Function Source (Index #) - any subsequent negotiation for a moving allowance that is higher than the original amount requested by the Dean does not require additional Provost approval, as long as the additional amount is paid for by the College and/or Department

i. Start-up funds, if applicable, including what the funds will be used for; indicate a range (low to high amounts) and the applicable Index #; include stipulations (if any) that restrict the use of the funds (such as "The start-up funds may be used only during the first year of this appointment.")

j. Number of years of prior professional experience

k. Any other conditional terms of employment to be considered; examples:

- Whether or not the candidate will come early for a summer appointment or to prepare for the fall quarter
- Any expectations for subsequent summer appointments
- Release time from normal teaching load, and explanation of what the release is for

The Dean's email will include the following attachments: written recommendation from the search committee chair, Department Chair, DPC and CPC. The email **must** be copied to Human Resources for inclusion in the hiring packet and subsequently in the candidate's personnel file. Additional notes related to a Dean's request for approval of a tenure track hire:

- ➔ All details of the hire must be included "up front" to allow for review and approval by the Provost (or Vice Provost as delegated); this applies to moving allowance, start-up funds, early tenure consideration, required use of personal vehicle, and any other special considerations.
- ➔ Regarding start-up funds, any materials and/or equipment purchased with start-up funds are considered university property. If/when the faculty member's employment at Eastern comes to an end, any remaining materials or equipment purchased with start-up finds must be returned to the university prior to the end of his/her employment.
- ➔ Deans have limited flexibility to negotiate details of the offer beyond what the Provost has approved, except as noted below:
  - ➢ Once the Provost or Vice Provost has approved an offer which includes a suggested moving allowance and/or start-up funds, the Dean may negotiate with the candidate for additional funds for these allowances beyond the pre-approved amounts as long as the College or Department has the funds available to pay for the allowances.
  - ➢ Early tenure considerations for tenure track hires must be pre-approved by the Provost prior to being offered/negotiated with the candidate. If early tenure consideration was

not requested (and therefore not pre-approved by the Provost), the Dean may not offer early tenure consideration without first obtaining the Provost's pre-approval.

When the Provost has approved the recommended candidate, then the Dean may contact the candidate and extend the offer.

At this point, the Dean's Office staff will enter the hiring proposal into the PeopleAdmin system and prepare the draft contract. PeopleAdmin routes the hiring proposal through all required levels for "electronic signatures". Once the hiring proposal is routed and approved through PeopleAdmin, Human Resources finalizes the contract, and sends it to the candidate.

See Addendum H on page 66 for hiring procedures relating to tenure track faculty, when their doctorate isn't complete at the time of hire (i.e., when their contract is sent out).

9.2 Review of Backup Candidates

Should none of the original pool of certified candidates accept a job offer, then the backup candidates may be reviewed. If the search is continued, these backup candidates whose credentials are deemed sufficiently strong may be called to verify their continued interest. For those still interested, interviews may be arranged following procedures identified above.

9.3 Lack of Suitable Appointee

If none of the backup candidates are available, or after further screening and/or interviews, are deemed to be not suitable for the position, no appointment will be recommended. The committee will report this judgment to the department head and request one of the following actions: that the committee be discharged, that the search be extended, or the position be re-defined and/or re-advertised. The final authority to cancel a search rests with the applicable Vice President.

STEP 10: COMPLETING THE SEARCH AND RECORDS MANAGEMENT

10.1 Notifying Finalists of the Status

When the position is designated as "filled" or "cancelled" within PeopleAdmin, it will trigger the automated sending of notification emails advising all candidates that the position was filled (or cancelled). After successfully filling a position, it is the responsibility of the search committee chair and/or the hiring manager to ensure that candidates interviewed and not selected have been notified prior to the receipt of an email notification from PeopleAdmin. A simple phone call or email will work; keep in mind that the purpose of the communication is limited – informing the candidate that the university selected another candidate to fill the position, and to thank them for their participation.

10.2 Returning Documentation

Upon completing the search, all search committee documentation will be forwarded to Human Resources for archiving. This must include any printed copies of the candidate materials. If managers and/or Deans generated their own notes or other materials in conjunction with a search, those materials should also be sent to Human Resources for archiving. Records relating to all types of employment searches are retained for a minimum of three years or longer if there are any pending grievances, complaints, or civil actions stemming from the search.

10.3 Inquiries from Unsuccessful Candidates

If an unsuccessful candidate requests an explanation for not being selected, the university contact who receives the inquiry will first consult with Human Resources, and together will determine an appropriate response. Most often, the response will focus on conveying that while the candidate had experience and other qualifications relevant to the position, that the search committee did select a candidate that was a stronger match for the position based on the experience offered by the selected candidate. These conversations should be brief. No person should engage in lengthy discussions comparing the relative merits of the hired candidate against the unsuccessful candidate.

Some requests for information about a search may be covered under the Public Records Act. Your Human Resources Associate can help determine whether a candidate's request should be forwarded to Eastern's Public Information Officer for review and handling of the official response to a request for recruitment records.

APPENDIX A

Resources and Forms Related to Position Creation and Recruitment

- Benefit Cost Calculation Spreadsheet (useful for calculating the benefits costs for a new position): https://inside.ewu.edu/financialservices/budget-services/internal-resources/questions-and-answers/
    - *Scroll down and look for the FAQ labeled, "I need to estimate the cost of hiring someone." This FAQ provides an option for downloading a benefits cost estimating worksheet.*

- Confidentiality Agreement for Search Committee Members
----Future User Friendly URL----
    - *University expectations and requirements for confidentiality related to searches. Requires signature of each search committee member.*

- Essential Functions Analysis Form: https://inside.ewu.edu/hr/essential-function-analysis
    - *Required for *all* positions. Documents the physical and mental demands, associated with a position, as well as job hazards, requirements, and supervisory responsibilities.*

- Interview Etiquette 101
----Future User Friendly URL----
    - *Provides perspective and guidelines to help create a good interview experience, for both the persons being interviewed and university constituents participating in the interview process.*

- PeopleAdmin User Guides: https://inside.ewu.edu/hr/supervisor-tools
    - *Scroll down on this page to find the section for "The Hiring Process" which includes links to the PeopleAdmin User Guides.*

- Performance Expectations Template:
----Future User Friendly URL----
    - *This is a required document for classified staff positions. Your Human Resources Associate may be able to provide examples relevant to the specific position you're trying to fill.*

- Position Request Form:
  ----Future User Friendly URL----
    - *This form is not used to make a position request, or to seek pre-approval. This form is provided only to serve as a resource and planning tool. It provides all of the data fields within the PeopleAdmin system that must be completed in order to create a complete new position description and request to fill. If the form is completed in Word, when it's time to enter the position into PeopleAdmin, the user responsible for the data entry can copy-and-paste from the form into the system. Again, this is an optional approach for preparing to create a new position.*

- Recruitment Manual (online version of this Manual):
  inside.ewu.edu/hr/Recruitment_Manual

- Recruitment Process Flowchart:
  ----Future User Friendly URL----
    - *Provides a one-page overview of the recruitment process.*

APPENDIX B

Confidentiality Guidelines Related to the PeopleAdmin Applicant System

You are being provided access to resumes, vitas, and other materials submitted by candidates for a position at Eastern Washington University to facilitate your consideration of the candidates and their respective credentials. Access is provided to online electronic copies of the candidates' materials through the PeopleAdmin system. Access is controlled through "single sign on" for university employees, or by establishing a guest user identity and password for external participants on our search committees. It is a violation of search confidentiality requirements for any committee member to share their personal login information, or the guest user identity and password, with any party outside of the designated search committee members.

You are urged to review the candidate materials online, and to <u>not</u> printout copies for your individual use. The Search Committee Chair may printout one set of the candidates' materials for use during search committee meetings. These copies may be retained throughout the consideration process until the Search Chair is instructed to return them.

All members of the search committee are charged with the responsibility to adhere to the strictest requirements of confidentiality pertaining to the individual candidates, their materials and the search process. Applications (including vitas, reference lists, cover letters, and any other materials submitted by candidates) are protected documents under state law. Accordingly, please observe the following:

- Do not leave the PeopleAdmin system open and walk away.
- If the Chair prints out a copy of candidate materials, the materials should never be left out in any open area unattended where a passer-by could pick up, review and/or retain the materials. When not in use, the materials must be filed away for safekeeping.
- It is a violation of state law to discuss, outside of the scope of the Search Committee, any information contained within a vita or other materials – even the names of the candidates are considered to be confidential and should not be disseminated to any party outside of the Search Committee.
- Search committee members may not initiate contact with any candidate apart from instructions to do so, provided to you by the Committee Chair or designee, or by Human Resources.
- Should you receive contact from a candidate, instruct the candidate to refer any and all questions to Human Resources (359-2381).
- Notes taken while reviewing the vitas and during interview sessions should be focused on the qualifications of the candidates, our requirements for the position and the level of match exhibited by the candidates, and other information relevant to selecting a highly qualified candidate. Necessarily these materials, along with candidate spreadsheets, contain confidential information and must also be protected. You are required to return your materials to Human Resources when instructed to do so. These materials will be retained in Human Resources for a minimum period of three years as required under Public Records laws.

Search committee members may be asked to sign a written Confidentiality Agreement. Any questions regarding confidentiality and the Search Committee requirements should be forwarded to your Human Resources Associate.

APPENDIX C

Veterans Preference in Recruitment

Federal laws (commonly referred to as USERRA) and State laws provide preference to qualified veterans in recruitment and hiring.

In order to be considered qualified, the candidate must: 1) Be a veteran of any war of the United States, or any military campaign for which a campaign ribbon shall have been awarded **or** be the spouse of a honorably discharged veteran who has a service connected permanent and total disability; and 2) Have received an Honorable Discharge from the army, navy or marines. If the candidate is a veteran wishing to claim veteran's preference, then s/he must provide a copy of his/her DD214 form. Similarly, if the candidate is a spouse of a veteran and wishes to claim preference, s/he must provide a copy of his/her spouse's DD214 form.

In Washington State, the Veteran's Preference is provided pursuant to RCW 73.16.010. The courts have clarified that RCW 73.16.010 does not establish an absolute preference. The Washington State Court of Appeals has ruled that RCW 73.16.060, which affords qualifying veterans a preference over nonveterans in public employment, commands preferential hiring of a veteran candidate <u>only</u> if the veteran's qualifications are "substantially equal" to those nonveteran candidates. *See Mitchell v Board of Industrial Insurance Appeals,* 109 Wn.App.88 (2001); and *Gossage v State,* 112 Wn.App.412 (2002).

The Human Resources Associate assigned to the recruitment will monitor the progress of qualified veterans to ensure preference is provided, when applicable.

APPENDIX D

Pre-Employment Questions: Prohibited or Okay?

The following are examples of questions that are generally considered to be appropriate and inappropriate to ask during the pre-employment process. This list is only intended to provide guidance in what questions may be asked and should not be viewed as an all-inclusive list of such questions. It must also be remembered that, as new legislation is passed and decisions are made in the courts, there may be changes in what questions are considered appropriate.

To help ensure Search Committees design appropriate and legal interview and reference questions, the Committee Chair is required to send draft questions to Human Resources for review and approval before any interviews are scheduled.

- **Age**
  Appropriate: Are you at least 21 years of age? This question should only be asked if age is a bona fide occupational qualification.
  Inappropriate: How old are you? What is your date of birth?
- **Arrest Record**
  Appropriate: None
  Inappropriate: Have you ever been arrested?
- **Citizenship**
  Appropriate: None
  Inappropriate: Of what country are you a citizen? Are you a native born or naturalized U.S. citizen? Are your parents citizens?
- **Disability**
  Appropriate: Can you perform the essential functions of the job for which you are applying for, with our without reasonable accommodation?
  Inappropriate: Are you disabled? Have you ever been treated for any of the following injuries or illness (followed by a list)? Have you ever filed a workers' comp claim? Have you ever had any mental problems? How long have you been in a wheelchair? Why do you use a cane?
- **Driver's License**
  Appropriate: Do you have a current driver's license (but only if a driver's license is required for performance of the job)?
  Inappropriate: Do you have a driver's license (where a driver's license is not required for the job)?
- **Education**
  Appropriate: Any questions pertaining to requirements that are truly a requirement for the job.
  Inappropriate: Any questions about a candidate’s educational background that is not a true requirement for the job.
- **Family Status**
  Appropriate: None.
  Inappropriate: Do you plan to have children? Do you practice birth control? What does your family think about moving to Cheney?

- **Financial Information**
  Appropriate: None.
  Inappropriate: Any question about a candidate's financial information. Certain positions may be subject to credit checks, but this is limited in scope and must be determined prior to the recruitment and referenced on the recruitment announcement.

- **Gender**
  Appropriate: None unless gender is a bona fide occupational qualification.
  Inappropriate: Are you male or female? Do you feel like that a woman can handle this job? Do you date men or women? What do you think about citizen groups attempting to ban gay rights?

- **Height/Weight**
  Appropriate: None.
  Inappropriate: Any question about a candidate's height and weight that is not a bona fide requirement for the job.

- **Languages**
  Appropriate: Do you speak Spanish (or other language, but only if required for the job)?
  Inappropriate: What foreign languages do you speak or write? How did you learn those languages? What is your native tongue?

- **Medical Questions and/or Examinations**
  Appropriate: Can you perform the essential functions of the job for which you are applying for, with our without reasonable accommodation?
  Inappropriate: Any question that asks a job applicant to answer medical questions, take a medical exam (pre-hire) or identify a disability.

- **Marital Status**
  Appropriate: None
  Inappropriate: Are you married? Do you preferred to be called Miss? Mrs.? Ms.? What is your spouse's name? Have you ever been divorced?

- **Military Experience**
  Appropriate: Have you served in the Armed Forces of the US? If so, what were your duties?
  Inappropriate: Have you ever served in the Armed Forces of a country other than the United States? Have you ever received a discharge under less than honorable conditions?

- **Organizations**

  Appropriate: Inquiries into organizations of which a candidate is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. For example: "What professional organizations do you belong to that relate to the field of _____________ (state the academic field)."

  Inappropriate: "List all organizations, clubs, societies, and lodges to which you belong." Since the question is not tied back to the job, this question could elicit memberships that indicate a candidate's race, religion, color, ancestry, or other prohibited area of inquiry.

- **Origin**
  Appropriate: None.
  Inappropriate: What is your nationality? Were you born in the United States? What country are you parents from? Where were you born?

- **Personal Characteristics**
  Appropriate: None
  Inappropriate: What color are your eyes? What color is your hair? What is your height and weight?

- **Photograph**
  Appropriate: None
  Inappropriate: Any requirement that an individual provide a photograph before being hired.

- **Race or Color**
  Appropriate: None
  Inappropriate: What is your skin color? What is your race?

- **Religion**
  Appropriate: None.
  Inappropriate: Are you a Christian? Are you a Muslim? What is your religious denomination? Do you attend church? What religious holidays do you observe? Can you provide a religious reference?

- **Relatives**

  Appropriate: Do you have any relatives employed by the university?
  Inappropriate: Do you have a wife? What is her name? What is your husband's job?

- **Salary History, Salary Expectations**
  Appropriate: None
  Inappropriate: 2019 amendments to Washington State's Equal Pay and Opportunities Act generally prohibit any employer inquiries about job applicants' wage or salary history. The applicant may not be asked; their references may not be asked; nor may you seek such information from databases or any other sources.

- **Unemployed Status**
  Appropriate: Federal law does not prevent employers from asking about unemployed status.
  Inappropriate: Any question about a candidate's unemployed status that could be used to discriminate against the job applicant.

See next page for additional comments about pre-employment questions.

Pre-Employment Questions – Additional Comments

Generally, any question that has direct bearing on a candidate's ability to do the job is acceptable. However, questions asked of only certain candidates, but not all candidates, can make an otherwise valid inquiry appear to be discriminatory. An example would be to ask a person in a wheelchair how he or she would perform the essential duties of the job, but not asking the same question of other candidates.

The key to staying out of trouble is to ask questions that pertain only to the job and avoid questions that pry into a candidate's personal background. Even questions that do not fall into the prohibited categories can be problematic. For example, "What was the last book you read," is a problematic question. What if the last book read was "How to divorce your spouse in 30 days or less." Using this same example, a better way to ask the question (if it is genuinely relevant to the job), is: "The candidate hired for this position is expected to have current knowledge about best practices in the field of X. What reading or other research have you engaged in recently to help ensure you are current in the field of X?"

Committees will avoid these kinds of pitfalls by ensuring questions relate to the job, and by sending draft questions to Human Resources for review (this is a required step in the search process).

APPENDIX E:

Interview Etiquette 101
Responsibilities of Committees and Other Interview Participants

Let's face it, we know interviews are stressful for the candidates – given that they're doing their best to present themselves and their accomplishments in a light that will lead to a job offer, and which will cause them to give notice to a current employer, and uproot themselves and move here to take the job.

Perhaps interviews should feel at least a little stressful for you and your colleagues as well. After all, consider what may happen if a round of interviews with multiple candidates does not end in a hire. Funding for the position may be pulled; repeated searches do not always generate better candidates; your ability to focus on your own work may be compromised if you have to pick up responsibilities from vacant positions; our ability to provide the best possible services to our students may be negatively impacted; lastly, think of all the time that will be spent – again – on a future search!

In preparation for interviews, we tend to focus on formulating the questions we're going to ask. Sometimes we forget that we, the employer, are also being interviewed by the candidate. The impression we make starts well before a candidate sets foot on campus, but their lasting impression will be determined by the way the interview is conducted. Keep in mind how important it is to create a positive experience for all candidates. Here are a few tips to help make that lasting impression a positive one.

- ➔ The key to effective listening is to be quiet and avoid creating or contributing to distractions.
- ➔ Be familiar with the candidate's application materials prior to the interview. You should not be reviewing the materials for the first time during the interview.
- ➔ Taking notes during the interview is extremely beneficial. Note taking will help you stay focused during the interview, and will help you later on when it's time to articulate your thoughts as to who is the better candidate. Make sure any notes you take are appropriate (reflecting job-relevant information), since your notes are part of the public record.
- ➔ Turn off your cell phone or mute the ringer. It is extremely rude to check incoming messages, texts, etc. during the interview.
- ➔ Similarly, an interview session is not the place to bring your laptop to catch up on email or other activities. Even if you're sitting in the back row of a large room, or participating via Zoom, candidates will probably notice your behavior. What you "telegraph" when you do this, is that you just don't care, or that you don't consider the candidate worthy of your attention. If that's what you really think, why are you there?
- ➔ For interviews which include an open forum or all-department interview session, after the introductions are completed, let the candidate do most of the talking. This is not the time or place to air your concerns about anything, or to "take over" the session in other ways. Moreover, avoid the temptation to "tell your story" or demonstrate your "superior" expertise.
- ➔ If a candidate doesn't seem to offer what you believe is necessary in filling the position, keep that to yourself during the interview. Gesturing, eye-rolling, nudging colleagues or engaging in other physical behaviors to indicate your dissatisfaction with the candidate is never appropriate.

- ➔ Inappropriate behaviors and/or notes could lead to legal action, should the candidate or other parties perceive the behaviors or notes reflecting discriminatory intent and/or based on the candidate's protected status (age, ethnicity, religion, marital or family status, gender, orientation, veteran status, disability, or other legally prohibited areas of questioning and evaluation).

- ➔ What do you do, if you happen to be sitting next to a colleague who isn't demonstrating respect for the candidate during an interview session? You always have options, including:

  - ➢ Most important, don't join in the behavior.
  - ➢ Consider the personality; often it's better to ignore and not engage in the moment; instead, address your concerns privately and after the interview session.
  - ➢ Consider moving away from the distractor and closer to the candidate, but wait to do so until the candidate wraps up their response and before the next question is asked.
  - ➢ Extreme behavior may deserve an immediate response, particularly if the behavior includes making inappropriate remarks that are audible to the candidate. A simple statement addressed to the *candidate* by the search committee chair may be the best way to salvage a bad situation; for example: "Judy/Paul/Jose, my colleague's statement is not representative of our collective belief. Let's move on. I'd like to ask you to address… (i.e., change the topic at this point)."

- ➔ Lastly, if the search pool includes internal candidates, it is essential that the "internals" are treated and considered in the same manner as external candidates. Note the following related points:

  - ➢ Keep in mind that as a public agency, we are obligated to make our interview and hiring decisions based on identifying the candidates who are ***best qualified.***

  - ➢ Internal candidates may *not* be treated more favorably compared to external candidates; however, there are a couple exceptions to this standard:

    1. If we stated "Current or former employees may be given preference" as a *preferred qualification*, then only in that circumstance, may internal candidates be given preferential treatment based solely on the status as an internal candidate.

    2. For classified staff searches, <u>current classified staff members</u> ***must*** be given preference during the search if they meet the <u>minimum</u> qualifications; in other words, they do not need to meet the standard of best qualified in order to be interviewed. As long as the current classified staff member meets the minimums, then they must be interviewed; further, their interview must occur at least one day prior to your conducting any interviews with external candidates. Former employees no longer working for Eastern, current student employees, current NSH employees, current administrative employees – these applicants are treated as <u>external</u> candidates if they apply for a classified staff position and may not be given preference over current classified employees when scheduling interviews.

  - ➢ Failure to adhere to these guidelines could lead to a charge of unfair practices.

In closing, think back to the days when you were last in the job market. You probably had multiple goals going into an interview. Surely you were focused on making a good impression. But you were also probably hoping to find a good place where you could advance in your career, and to find a group of colleagues that you would genuinely enjoy working with and around for years to come. You have the opportunity to contribute to that end result for our candidates by promoting a good interview experience, and in return, that will benefit all of us.

APPENDIX F

ADDITIONAL RESOURCES FOR THE SEARCH COMMITTEE

1. Sample Script for Confirming Candidate's Interest in the Position

- **This is an optional procedure. These calls may be made by any search committee member:**

Good morning (afternoon). I'm calling from the Department of XXXX at Eastern Washington University, on behalf of the search committee for the position of XXXX. We are in the middle of screening all of the candidates and their materials, and hope to make decisions about interview candidates next week.

(Optional section – where a committee wishes to make sure the candidates understand key details related to the position).
We want to make sure that our job posting was clear on a couple points related to this position.

- First, this position is budgeted for one year only.
- The required start date for the position is MM/DD/YYYY, and we will be unable to consider other start dates.
- The position requires that the hired candidate is bilingual in Spanish and English. As a result, part of the interview will be conducted in Spanish.
- The position requires Excel skills at an advanced level. As a result, candidates invited to interview will be tested on their interview day.
- The position requires driving to fulfill the position responsibilities, up to 25% of the time. As a result, the hired candidate must have access to a personal vehicle, proof of insurance, and a good driving record (no DUI convictions).

What I'd like to find out is whether you remain available and interested in the position. That will help us in our decision making about interviews.

(Then thank them for their time. If any candidate states they are no longer interested, please let your HR Associate know, so the candidate can be marked as "Withdrawn" in the PeopleAdmin system.)

2. Sample Script for Starting the Initial Interview

- **Search Committee Chair.**

Thank you very much for your time today (or insert other appropriate generic remarks).

We have ___ questions for you that will touch on a range of topics. We also want to allow time for you to ask any questions you might have for us at the end.

I want to advise that we have _____ minutes for today's interview, as that will help you gauge the time for each response to our questions. Here is the first question…

(Chair asks the first question. Then rotate through the other committee members until all of the questions have been asked.)

Chair: Thank you for the information. We have about ___ minutes left. I'll provide an update as to next steps in just a moment, but we do want to give you an opportunity to ask us any questions you might have.

(Allow time for candidate's questions and for the committee to respond.)

Chair: That will wrap up our session for today. Thank you for all the information you shared with us today. Looking ahead, we expect to start checking references (state the timeframe, such as "next week"). (Optional): Following that activity, we will extend invitations for finalist interviews. We do hope to make a hiring decision (state the timeframe). Are there any other questions for us? Thank you again for your time today!

Sample Interview Questions

These sample interview questions are provided to give you a starting point. Typical interviews will include from 8 to 15 questions. Once you have drafted the list of questions you wish to use, drawing from this list, as well as any new questions the committee develops, send the draft list to Human Resources for review and approval.

A. General Questions Suitable for Most Positions

- Tell us about your professional background and how it has prepared you for this position.
- Why are you interested in this position?
- What are your career goals and how does this position fit into those goals?
- What is the biggest conflict you have ever been involved in at work? How did you handle the situation?
- Can you describe how you go about solving a problem?
- What are your strengths relative to this position?
- What new skills have you learned over the past year?
- On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
- Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
- In what area or what areas would you like to receive development or training, to increase or add to the skills you have today?
- Why do you want to leave your current position? (Or, if not currently employed, why did you leave your last position?)
- Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
- Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
- Tell us about your preferred work environment.
- Describe your ideal job.
- Tell us about a colleague or co-worker from the present or past whom you admire. Why?

- What would your colleagues or co-workers say about you?
- What would your supervisor say about you?
- What is one or two of your proudest professional accomplishments?
- Tell us how you would learn your new position in the absence of a formal training program.
- What things have you done on your own initiative to help you prepare for your next position?
- Tell us how you go about organizing your work.
- How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
- Tell us how you would use technology in your day-to-day job.
- What do you think most uniquely qualifies you for this position?
- Do you have any concerns that would make you have reservations about accepting this position, if it is offered to you?
- Why are you interested in working for Eastern Washington University?
- May we contact your past employers and/or current employer to obtain additional information about your work performance, including information relating to your attendance and dependability?
- May we contact persons to obtain a reference check, including persons who are not on your list of references? If so, are there any persons you do not want us to contact for reference purposes?
- Do you have any additional information that you would like to share?
- If you were offered this position, when would you be able to start?
- Do you have any questions for us?
- How do you prioritize your work? Discuss how priorities are set & balanced depending on the amount of work requests from multiple people.
- What software programs are you proficient in? Which one did you use the most? In what avenue?
- What tasks do you enjoy doing? What tasks do you not like to do?
- What do you think will be the biggest challenge in this position?
- What would co-workers say is your greatest quality at work? What would your boss say? What would you say?
- This position will entail working independently and without direct supervision to complete many overlapping tasks, but to also keep your supervisor informed about progress on projects and any difficulties arise. Please describe how you would ensure that you are meeting a supervisor's expectations in this scenario.
- What experience or skills do you offer that will help you manage projects?
- What would the people you have worked with say were the qualities that distinguish you from others they have worked with?
- How do you approach a new job, in regard to familiarizing yourself with coworkers, the general population of the organization and its policies and procedures?
- In your previous position, what did you like the least and why?
- What do you need from your supervisor to succeed? From your co-workers?
- What in a work environment and in a supervisor will cause you to fail?
- What characteristics do you value most in your peers?
- Describe your experience working in small and/or growing offices or departments.
- What do you value most in a work place and as part of your job?
- What work ethics do you strive to maintain on a daily basis?
- What time management techniques do you use that are effective? Include any experience in situations involving frequent interruptions.
- Describe a work product wherein there was the greatest requirement for accuracy in your work.

- How did you ensure that the work you produced was highly accurate?
- Please describe the types of responsibilities you've exercised involving budgetary or financial records, including how you keep supervisors and other staff aware of budget status.
- Give me two or three examples of types of projects or other types of tasks you've had that will demonstrate the complexity of the work you performed.
- Please describe the skills you have that would allow you to work independently, but ensure that you are meeting the objectives of your supervisor.
- This Department and its operations will be enhanced if the candidate selected for the position offers strong "people" or interpersonal skills. What skills do you offer that would support our need for a "people person?"
- Please describe an occasion where you took the initiative to make an improvement or other type of significant contribution to the workplace. Include what you observed that triggered your efforts and initiative, what you did, and the results.
- What is your approach if a decision is made which impacts you or your work, and you don't agree with it?
- In this position, you will have contact with a highly diverse population in a very broad sense, as you might expect when working with a sizeable student population, staff and faculty. Describe how you would go about creating a welcoming environment for our Department.
- In this job, you would be dealing with students, Administrators, Community Members, Students, Staff, Agencies, Alumni Groups, and a variety of other constituencies. Give us an example of how you have effectively dealt with multiple constituencies.
- How would you work to turn the tide on long-established, but no longer fitting, policies and traditions?
- What expectations do you have of those with which you work (staff, colleagues, students) How do they know this?
- Conflict is inevitable. How do you deal with conflict?
- Please describe a project which required both organizational skills and creativity to complete successfully.
- What do you consider to be good attendance? What do you consider a legitimate reason for missing work?
- How would you handle a visitor who arrives to complain about some departmental issue – shouting, pounding his/her fist on the desk?
- How would you ensure that each departmental visitor – a student, a telephone caller, a staff member, another faculty member, etc. – feels that his or her needs are important and will be met?
- How do you balance the necessity to provide excellent customer service with completion of work tasks involving deadlines or a high volume of work?
- What kind of work pressures do you find the most difficult to deal with?
- Due to the location and nature of this position, there will be many interruptions throughout the day. Using your own work experience, how do you ensure you complete work assignments on time and with accuracy?
- On a scale of 1-5, how would your past/current supervisor(s), rate your reliability and dependability? Why do you think you would receive that rating?

B. Sample Questions More Suited to Faculty Positions

- Tell us more about your professional experiences, particularly those not mentioned on your c.v.
- How do you define good teaching?
- Describe your teaching style.
- How do you feel your teaching style can serve our student population?
- Describe your teaching philosophy.
- What do you think are the most important attributes of a good instructor?
- What do you think are your greatest strengths as an instruction?
- In which areas do you feel you can use some further development?
- Share your ideas about professional development.
- In what professional development activities have you been involved over the past few years?
- What are your current research interests?
- Have you involved your students in your research?
- How do you engage students, particularly in a course of non-majors?
- How do you adjust your style to the less-motivated or under-prepared student?
- Why did you choose this profession/field?
- How would your background and experiences strengthen this academic department?
- In your opinion, how should the workload of a faculty member be split and into what area?
- What pedagogical changes do you see on the horizon in your discipline?
- What technology applications have you utilized in the classroom?
- How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What changes have you brought to the teaching of ________________?

Sample Reference Questions

Reference calls will typically be more productive if you contact the reference in advance to schedule a specific time to call back for the required about of time. Reference calls will typically range from 15 to 30 minutes in length, and include six to ten questions.

A. General Questions Suitable for Most Positions (Classified, Exempt, and/or Faculty)

- How long have you known _______________, and in what capacity?
- How would you characterize _____________'s strengths relative to the position of _________?
- What experience does ______________ offer that demonstrates s/he has the potential to be an effective _____________?
- We pride ourselves on being a student-centered university. Please describe experiences you've had which demonstrate ____________'s compatibility with this guiding philosophy.
- As a university community, we are strongly committed to diversity. What is your assessment of __________'s potential in working on diversity issues?
- If we were to offer the position to ________________, what professional development should we consider providing to _____________, to enhance the skills and strengths s/he offers today?
- How would you characterize _____________'s leadership style? Their management skills?
- I'd like to ask about personal style and personal qualities, including integrity. How would you characterize _____________________ in these areas?
- Is there anything else about this candidate that you would like to convey to the Search Committee?

Consider describing a couple of the key responsibilities of the position (one at a time) and asking the reference contact for observations that would suggest the level of success that we could expect if we hire the candidate.

Consider describing a workplace scenario that the candidate would face, and ask the reference contact for observations that would suggest how the candidate would handle the scenario.

B. Questions More Suited to Faculty Positions

- The candidate hired for this position will be expected to have a strong research agenda. Are you familiar with _____________________'s current research, and if so, please tell us about ________________.
- The candidate hired for this position will also be expected to engage in service to the university, including service on designated committees. What can you tell us about ______________'s experience in this area?
- Collaboration is essential to the success of many positions in higher ed, including this position. Describe effective relationships ________________ has built that reach outside of his/her current department.
- This position will have some reassigned time to perform administrative duties. In this role, the candidate will be serving as _____________________________. What experience does _______________ offer that would suggest s/he will be successful in filling this administrative role?
- Does s/he have the capacity to wear two hats? More specifically, this position requires the ability to serve as ______________ (role 1), and as ________________ (role 2). Can s/he juggle the competing demands of this position?

APPENDIX G

THE ETHICS OF FACULTY RECRUITMENT AND APPOINTMENT

A statement adopted by the Council of Colleges of Arts and Sciences in November, 1992.
Jointly adopted by the American Association of University Professors in June, 1993.

PROLOGUE

The standards which follow are intended to apply to the recruitment and appointment of faculty members in most colleges and universities. These standards are directed to administrators and faculty members in the belief that they will promote the identification and selection of qualified candidates through a process which promotes candor and effective communication among those who are engaged in recruitment.

The standards are offered not as rules to serve every situation, but with the expectation that they will provide a foundation for appropriate practices. The spirit of openness and shared responsibility which these standards are intended to convey are consistent with affirmative action as well as other guiding principles in the recruitment of faculty.

I. THE ANNOUNCEMENT OF A FACULTY POSITION

A. Prior to the announcement of a faculty vacancy, there should be agreement among all responsible parties on each major element of the position (e.g., rank, salary, and eligibility for tenure), how the position relates to the department's (or equivalent unit's) likely needs for the future, the expectations concerning the professional work of the faculty member(s) being recruited, and the resources that will be provided to help the faculty member(s) meet those expectations.

B. An institution that announces a search should be genuinely engaged in an open process of recruitment for that position. Descriptions of vacant positions should be published and distributed as widely as possible to reach all potential candidates. The procedure established for reviewing applicants and for selecting final candidates should be consistent with the institution's announced criteria and commitment to a fair and open search.

C. All announcements for faculty positions should be clear concerning rank, the length of the appointment, whether the position is with tenure or carries eligibility for tenure, whether the availability of the position is contingent upon funding or other conditions, teaching and research expectations, and requisite experience and credentials. Criteria and procedures for reappointment, promotion, and tenure at the institution, as well as other relevant information, should be made available to all interested candidates upon request.

D. Interested candidates should have at least thirty days from the first appearance of the announcement to submit their application.

II. CONFIDENTIALITY, INTERVIEWS, AND THE FINAL DECISION

A. Institutions should respect the confidentiality of candidates for faculty positions. The institution may contact references, including persons who are not identified by the candidate, but it should exercise discretion when doing so. An institution should not make public the names of candidates without having given the candidate the opportunity to withdraw from the search.

B. Those who participate in the interview should avoid any discriminatory treatment of candidates. All communications with the candidates concerning the position should be consistent with the information stated in the announcement for the position.

C. Candidates for faculty positions should disclose in a timely fashion conditions that might materially bear upon the institution's decision to offer the appointment (for example, requirements for research funds, unusual moving costs, a delayed starting date, or the intention to retain an affiliation at the institution with which the candidate is currently associated).

D. If candidates request information about the progress of the search and the status of their candidacy, they should be given the information.

E. The institution's decision about which candidate will be offered the position should be consistent with the criteria for the position and the duties as stated in the announcement of the vacancy. If the selection of the final candidates will be based on significant changes in the criteria for the position or the duties as stated in the original announcement, the institution should start a new search.

III. THE OFFER AND THE ACCEPTANCE

A. The institution may wish to provide informal notification to the successful candidate of its intention to offer an appointment, but the formal offer itself should be an unequivocal letter offering appointment signed by the responsible institutional officer. "Oral offers" and "oral acceptances" should not be considered binding, but communications between the successful candidate and those representing the institution should be frank and accurate, for significant decisions are likely to be based on these exchanges. The written offer of appointment should be given to the candidate within ten days of the institution's having conveyed an intention to make the offer; a candidate should be informed promptly if the offer is not to be forthcoming within ten days.

B. The terms of an offer to an individual should be consistent with the announcement of the position. Each of the following should be stated clearly in the letter offering an appointment: (a) the initial rank; (b) the length of the appointment; (c) conditions of renewal; (d) the salary and benefits; (e) the duties of the position; (f) as applicable, whether the appointment is with tenure, the amount of credit toward tenure for prior service, and the maximum length of the probationary period; (g) as applicable, the institution's "startup" commitments for the appointment (for example, equipment and laboratory space); (h) the date when the appointment begins and the date when the candidate is expected to report; (i) the date by which the candidate's response to the offer is expected, which should not be less than two weeks from receipt of the offer; and (j) details of institutional policies and regulations that bear upon the appointment. Specific information on other relevant matters also should be conveyed in writing to the prospective appointee.

C. An offer of appointment to a faculty member serving at another institution should be made no later than May 1, consistent with the faculty member's obligation to resign, in order to accept other employment, no later than May 15. It is recognized that, in special cases, it might be appropriate to make an offer after May 1, but in such cases there should be an agreement by all concerned parties.
D. The acceptance of a position is a candidate's written affirmative and unconditional response sent by the candidate to the institution no later than the date stated in the offer of appointment. If the candidate wishes to accept the offer contingent upon conditions, those conditions should be specified and communicated promptly in writing to the institution which is offering the position.

E. If the candidate intends to retain an affiliation with his or her current institution that circumstance should be brought promptly to the attention of the current institution and the recruiting institution.

F. Individuals who accept an appointment should arrive at the institution in sufficient time to prepare for their duties and to participate in orientation programs.

APPENDIX H

Hiring Procedures for Tenure Track Candidates Whose PhD is Not Complete at the Time of Hire (i.e, the Candidate is "ABD")

Background Information

"ABD" candidates are individuals who have applied for a tenure track faculty position before their doctorate is completed. The acronym stands for "all but dissertation," which refers to their final research paper – the dissertation.

Candidates may be "advanced" ABD status which means that the candidate has completed all required coursework, they've completed their research project, and they've written and submitted their dissertation; the only remaining work to be done is to "defend" their dissertation before their dissertation committee. Sometimes (but rarely) recruitments will specify that ABD candidates will be considered, but only if they are "advanced ABD."

Typically, the posting and advertising for the search will simply state the following:

> Doctorate in XXXXX or closely related field; ABD considered, but doctorate must be completed by start date

The use of the word "doctorate" will vary, depending on the department and discipline. Examples you may see in postings:

PhD in XXXX required; ABD considered, but PhD must be completed by start date

- ➢ In this usage, other types of doctorates will not be considered, such as an EdD

PhD or DBA in xxxxx required; ABD considered, but doctorate must be completed by start date

- ➢ This example shows that two types of doctorates are acceptable, the PhD and the DBA

Doctorate in XXXXX or closely related field; ABD considered, but doctorate must be completed by start date

- ➢ The implication of using the generic "doctorate," as opposed to PhD, is that any kind of doctorate will be considered as long as the doctorate is in the specified discipline. There are many types of doctorates with different acronyms; examples: PhD, EdD, DM, DBA, JD, MD, DBA, DEng, DHA, DOT, DPT, and many more!

Confirmation of the Completed Doctorate

We must have confirmation that the candidate has completed his/her doctorate. This is verified after the contract is issued; candidates with completed doctorates are provided with a minimum of 30 days following receipt of the contract to ensure Eastern receives confirmation; the deadline date is specified in the contract. Confirmation may be provided to Eastern in one of two formats, as long as it comes directly from the institution awarding the doctorate to Eastern:

- Transcripts – we will accept both paper and/or electronic transcripts, as long as they are submitted by the institution (not by the candidate).

- In special circumstances, we will accept paper transcripts from the candidate if provided in sealed envelopes clearly issued by the institution. Example: They earned their degree many years ago, and the institution has no ability to produce new transcript copies.

- Letter from dissertation advisor, registrar, or other appropriate university authority who can confirm that the doctorate was completed. Note: certain European universities will *not* issue transcripts, instead they issue letters confirming completion of the doctorate with no courses or other information listed (certain Welsh universities, for example).

Procedures for Issuing Contracts to ABD Candidates

On the date that we issue the contract to the candidate, if the doctorate is not completed, then the candidate will receive two contracts:

1) Contract one for the tenure track hire, which will state that it is contingent on our receipt of confirmation that the doctorate is completed; further, we must receive that confirmation no later than the day before the hire date specified in the contract (typically 8/15 or 9/15); note that the deadline for receipt of confirmation may be set at an earlier date at the discretion of the department and/or college. The deadline *must* be set at an earlier date for any candidate who will require issuance of a work visa prior to beginning work (consult with your Human Resources Associate, or contact the Senior Director of Human Resources who manages all immigration applications for the university, to discuss and determine an appropriate deadline date for international candidates who require visa assistance.

2) Contract two for hire as a Lecturer which applies if we do not receive the confirmation by the deadline stated in contract 1.

In addition to the two contracts cited above, the Human Resources Associate ("HRA") will also issue an explanatory cover letter to the candidate; see the end of this procedure for an example.

The HRA is responsible for ensuring the Deans understand the university expectation that two contracts will be issued as described above. In all cases, the Deans or their Administrative Specialists email their Recommendation to Hire document to the Provost, and should copy this email to the HRA. (If the Dean chooses to hand-deliver the Recommendation to the Provost, the Dean's office is still responsible for ensuring the HRA receives a copy of the communication.) When these emails come through, it is essential that the HRA review the Recommendation as soon as possible, and look for several details:

- Does the candidate proposed for hire have his/her PhD completed? If yes, then this procedure does ***not*** apply.

- If the PhD is not completed, then item 6 in the Recommendation (Conditions of reappointment based on Ph.D. completion) must acknowledge this and specify the terms of the hire. Note the following example:

  6. Conditions of reappointment based on Ph.D. completion: If she does not complete her dissertation by August 2018, we would hire her ABD with the condition that she has 1 year to complete her dissertation. If she does not complete her dissertation after one year, her contract would not be renewed.

- In this example, the language does not make it clear that the initial appointment will be as a Lecturer, if we do not have confirmation of the PhD by the start date. When the Recommendations are not clear, it is essential to email the Dean and confirm what their intention is. This email should be copied to the Provost. For example:

  Dear ______, I want to remind you of the Provost's expectation, that if a faculty candidate doesn't have a completed PhD at the time we issue their contract, that the faculty candidate will receive two contracts:

  1) Contract one for the tenure track hire, which will state that it is contingent on our receipt of confirmation that the doctorate is completed; further, we must receive that confirmation no later than the day before the hire date specified in the contract.

  2) Contract two for hire as a Lecturer which applies if we do not receive the confirmation by the deadline stated in contract 1.

  _____, please confirm this is what you intended, and if so, what salary should be stipulated in the Lecturer contract.

  In some cases, subject to Provost approval, different terms may be agreed to. The HRA obligation is to remind both the Dean and Provost about the university's expectation when the Recommendation doesn't make it clear that the intention is to issue two contracts, and subsequently, to obtain a copy of the Provost's approval if different terms are agreed to.

- Here is another example, where the Dean clearly understands the two-contract expectation:

  > **6. Conditions of reappointment based on Ph.D. completion:** Must have PhD completed and EWU notified by University of XXXX on or before 9/15/17, for the Assistant Professor appointment to be effective. Otherwise, candidate will be appointed as Lecturer for AY 17-18, at a salary of $49,000.
  >
  > If PhD is subsequently completed between 9/16/17 and 6/30/18, then candidate's appointment as Assistant Professor will begin 9/16/18. If PhD is still not completed by 6/30/18, then candidate may be given a one year terminal Lecturer contract subject to need, availability of budget, and effective teaching during AY 17-18. PhD is expected July 2017.

  In this example, there is no need to send an email to the Dean and Provost.

- Note that the Hiring Proposal "Conditions of reappointment based on Ph.D. Completion" field should include the terms reflected in the Recommendation. If the Recommendation is clear, as shown in the 2nd example provided above, the college/library Administrative Specialist can just copy the text from the Recommendation directly into the Hiring Proposal. If the Recommendation is not clear, and/or if the Provost approves special terms, then it's the Administrative Specialist's responsibility to enter appropriate accurate text in this field.

Monitoring and Notifications Required Upon Receipt of Doctorate-Confirming Transcripts

In cases where the candidate comes on board as a Lecturer for a tenure track position, because we didn't get confirmation of the doctorate completion by their start date (or by the stated deadline in their contract), then we ***must*** receive confirmation that their doctorate was completed no later than June 30th of the following year. Example: if we hire a candidate in as Lecturer to begin 9/16/2018, then the deadline for doctorate completion if 6/30/2019. These deadlines allow time to respond depending on the outcome:

- If the doctorate was completed: to prepare the necessary PAF, and identify and confirm funding availability for the elevation of the candidate to his/her tenure track line (see next section for how to initiate this), AND file for the next academic year's work visa if the candidate requires a visa in order to continue working; OR

- To prepare a renewal of the Lecturer appointment for a final terminal year. Such candidates do ***not*** get another year to try and complete the doctorate. If they don't get it done during their first year as Lecturer, then they are only eligible for reappointment for a final terminal year as a Lecturer. The original contracts, 1 and 2 as referenced above, will include this language.

Note that the contracts for all faculty new hires state the following: *This offer is contingent upon receipt of satisfactory transcripts from all institutions of higher education you have attended. Please have official transcripts sent directly from the institutions to the Office of Human Resources, Eastern Washington University, 314 Showalter Hall, Cheney, WA 99004, by xxxxxxx.*

In most cases, the transcripts or other doctorate confirmation will come directly to the Office of Human Resources because that is what the faculty contracts stipulate as shown above. If the transcripts or other doctorate confirmation is sent to the department or college, they must forward it to the Office of Human Resources.

How transcripts are processed by the HR Consultant Assistant 1 ("HRCA1"), when received by the Office of Human Resources, depends on the time of year that the transcripts come in:

- For transcripts that come in **after** September 15th but **before** November 1st, the transcripts are held by the HRCA1 at the front desk in a separate folder for processing in November.
- At other times, the HRCA1 will first check if there is a hiring packet for the faculty member (which are held at the front desk, until the PAF is received from the college or library for payroll processing), and will attach the transcripts to the hiring packet. If there is no hiring packet, the HRCA1 will notify the HRAs that transcripts came in to include the name on the transcripts.

For newly hired faculty, the HRA will monitor for receipt of transcripts confirming that the doctorate was completed by checking with the HRCA1, and/or with the department or Dean's office, and/or with the candidate. Whether or not the transcripts come in, the HRA will provide updates to the applicable Dean's office no later than September 15th, which allows the Dean's office to prepare the appropriate PAF – either for appointment as Lecturer (in the case that we did not receive confirmation that the doctorate was completed), or as Assistant Professor.

When notified by the HRCA1 that transcripts have come in, the HRA will verify the hire date for the faculty member. Additional actions to be taken by the HRA are contingent on the nature of the faculty member's appointment:

- If a newly hired faculty member, and if their contract did ***not*** contain any contingency related to proof of doctorate completion, then there are no further actions for the HRA (the HRCA1 will update the faculty member's records in Banner to show the degree(s) obtained).
- If the faculty member's contract included a contingency related to proof of doctorate completion, then the actions taken by the HRA are dependent on the date of receipt of the transcripts:
    - If the transcripts are received on or prior to the deadline stipulated in the faculty member's contract for appointment as a tenure track faculty member, notify the applicable Dean's office that the doctorate was confirmed by our receipt of transcripts; this will result in the faculty member being appointed as Assistant Professor.
    - If the transcripts are received after the deadline stipulated, but before June 30th of the following year, notify the applicable Dean's office that the transcripts were received, and that the faculty member is eligible for reappointment as Assistant Professor for their 2nd year of employment.
    - If the transcripts are received after June 30th of the candidate's first year, notify the applicable Dean's office that the transcripts were received, and remind the Dean's office that the faculty member is not eligible for appointment as Assistant Professor for their 2nd year of employment. Instead, the faculty member may be issued a terminal contract for one additional year as a Lecturer.

Initiating elevation of a candidate to his/her tenure track line, when the doctorate was obtained after the original hire date:

- HRA will go back into PeopleAdmin and move the candidate in the original pool from "Hired" status to "Hire Certified" status. This will cause the green **Initiate Hiring Proposal** button to reappear.

- College or Library Administrative Specialist will initiate a 2nd hiring proposal; fields to be completed as follows:
    - Position Budget Information: Index, Percent, Budget Note – In the Budget Note field, include this statement: ***Candidate is being reappointed as a tenure track faculty member effective AY xx-xx (see Reasons provided below).***

      Additionally, be sure to explain in the Budget Note if you need to move funds to cover the elevation of the candidate to his/her tenure track appointment.

    - Reason for selection of candidate: enter the following information: ***Candidate was originally hired in AY zz-zz and was appointed as a Lecturer due to lack of a completed doctorate; the doctorate has now been completed. The purpose of this hiring proposal is to elevate the candidate to his/her tenure track line effective AY xx-xx.***

    - Start Date and End Date – complete for the tenure track appointment

    - Anticipated Max Salary – this will automatically pull through from the original position description

    - Starting Salary – enter the salary due to the candidate; if greater than the original Anticipated Max Salary, be sure to enter explanatory information in the next box

- Salary Justification – complete as necessary. If the hiring in salary is at (not above) the relevant CUPA, just state that; example: 14-15 CUPA rate for Assistant Professor

- Most of the other fields will be "N/A"

- Approval Notes: enter the following: ***Per original contracts dated mm/dd/yyyy, candidate is being elevated to his/her tenure track appointment based on timely confirmation that his/her doctorate was completed.***

- Save your work, then advance to the next page in the Hiring Proposal, where you can attach documents related to the Hiring Proposal; you'll see a link to attach "Doctorate Confirmation" – this might be an email, or the transcripts themselves; save the attachments within the system

- Advance to the Summary page, then route for electronic approvals.

- HRA will generate a tenure track appointment contract once the Hiring Proposal is fully approved. The college/library Administrative Specialists do *not* have to draft these contracts; the HRA will use the prior year's contract, and will remove the contingency language and make other updates as needed.

Example of Cover Letter to Use When Two Contracts are Issued to ABD Faculty Candidates

Dear Ms. (Mr.):

Please find attached two documents related to your appointment to a faculty position at Eastern Washington University.

The first document contains our contractual offer to appoint you as an Assistant Professor of XXXX. As described in the document, this offer is contingent upon your successful completion of a doctorate and Eastern Washington University's receipt of official notification the University of XXXX that you had successfully completed your doctorate by September 15, 201x.

The second document contains our contractual offer to appoint you as a Lecturer in the Department of XXXX. As described in the document, this offer will cancel and supersede the offer to appoint you as an Assistant Professor, if we do not receive confirmation of the completion of your doctorate from the University of XXXX by September 15, 201x.

Please review the attached documents, and then sign and return both documents along with the enclosed personnel forms to the Office of Human Resources, 314 Showalter Hall, Eastern Washington University, Cheney, WA 99004, no later than (date – 14 days from the date of the letter).

If you have further questions, please feel free to contact me.
(Signature line for the Provost)

APPENDIX I

Procedure for Requesting a Waiver of Recruitment

In order to meet the university's affirmative action goals and the equal opportunity policy, all positions must be searched following department, college, Human Resources, AA/EO, and other university guidelines. When circumstances warrant directly filling a position without recruitment, this is called "waived recruitment." All requests for waived recruitment will be made through PeopleAdmin.

What are the reasons that would warrant a waived recruitment request? If recruitment for a position is unsuccessful, but the need to fill the position remains, the department head should discuss options for filling the position temporarily with the unit manager. Possibilities include the following (subject to approval):

a) Re-recruit to fill the position with possible modifications to the position and/or the advertising as deemed necessary by the department head in consultation with Human Resources.

b) For tenure track positions, consider filling the position at the rank of Lecturer. Requires a new action/request to be made within PeopleAdmin before recruitment can be initiated.

c) If insufficient time remains to allow for a full search, then consider requesting a waived recruitment.

   It is the specific responsibility of the unit manager (for colleges, this is the Dean) to verify that timeframes will prevent conducting a successful search prior to the needed start date of the position. If the unit manager concurs with the department's request, then s/he will submit a request through PeopleAdmin with the written justification, plus any additional supporting information, a statement confirming that the position ***will be properly searched and in what timeframe,*** and the resume or CV of the proposed candidate at a future point in time.

   After review and approval of the waiver of recruitment by the applicable Vice President **and** by the Associate Vice President of Human Resources, the appointment offer letter will be finalized by Human Resources, and sent to the candidate once the candidate's criminal background check is completed and comes back "free and clear" of any disqualifying convictions

   Other circumstances which may warrant a request to waive recruitment include:

   - Unanticipated vacancies that occur too late in the academic year for an appropriate search,
   - Temporary replacements for staff or faculty on leave, and/or
   - Funding of a position for only one year.

   Appointments to a position approved under a waived recruitment are normally limited to a maximum of one year and cannot be renewed without a full-scale search.